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Update History

TENTH EDITION

(July 1, 2026)

The 10th edition of the Faculty Handbook, effective July 1, 2026 reflects changes to the faculty governance structure including a faculty senate.

For changes and revisions approved by the faculty, see the List of updates to the Faculty Handbook

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INTRODUCTION

The *Faculty Handbook* serves as both a functional manual and a symbol of our collective academic values. In its practical capacity, the *Handbook* offers a wealth of information to Pacific Lutheran University faculty across many dimensions of their roles. It is the definitive resource that shapes our syllabi and instructional methods, providing specific requirements for office hours, student attendance, and the management of academic integrity issues. Furthermore, it acts as a guide for our service on the senate and university and standing committees by defining their mandates, membership structures, and core duties. It also outlines the pathway for professional growth, detailing the standards for tenure and promotion, the availability of sabbatical leaves, and the specific schedules for formal evaluations.

While faculty should regularly consult essential university resources—including the *Catalog*, the *Student Handbook*, and the *Personnel Policies and Procedures Manual*—the *Faculty Handbook* remains the most central document to our daily functions. It codifies our professional rights and responsibilities as instructors, scholars, and active members of the university community.

Beyond its utility, the *Handbook* represents a core pillar of our institutional identity: a robust and evolving system of shared governance. Our model of governance is rooted in collaboration, transparency, and active communication. Effective July 1, 2026, we will transition to a senate-assembly hybrid model, a structural evolution designed to further empower the faculty voice while maintaining our commitment to collective deliberation. This document defines the faculty's role in advancing the university's mission and explains how those roles intersect with the work of our partners in the campus community: the Board of Regents, administration, staff, and students. The *Handbook* stands as a testament to these shared institutional commitments.

The tenth edition of the *Faculty Handbook* is organized into six primary sections. It opens with the Faculty Constitution and Bylaws, which now reflect our hybrid governance structure and continue to outline the fundamental principles of the university, faculty rights, and the criteria for professional advancement. The subsequent sections provide comprehensive details on our organizational framework, guiding philosophies, and established policies.

Maintaining a handbook that accurately mirrors our current priorities is a vital aspect of our governance work. Consequently, the *Faculty Handbook* is a living document that remains open to continuous refinement and revision. Although specific language and procedures may evolve over time, the fundamental purpose of this *Handbook* is unchanging: it remains a hallmark of our shared identity as faculty and citizens of this university.

Joanna Gregson, Provost and Senior Vice President for Academic Affairs
June 30, 2026

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MISSION AND HISTORY

Mission Statement

PLU seeks to educate students for lives of thoughtful inquiry, service, leadership and care—for other people, for their communities, and for the earth.

Approved by the Board of Regents, January 22, 2011.

History

Pacific Lutheran University was founded in 1890 by a group of Scandinavian Lutherans from the Puget Sound area. They were led by the Reverend Bjug Harstad, who became PLU's first president. In naming the university, these pioneers recognized the important role that a Lutheran educational institution on the western frontier of America could play in the emerging future of the region. They wanted the institution to help immigrants adjust to their new land and find jobs, but they also wanted it to produce graduates who would serve church and community. Education—and educating for service—was a venerated part of the Scandinavian and Lutheran traditions from which these pioneers came.

Although founded as a university, the institution functioned primarily as an academy until 1918, when it closed for two years because of complications produced by the creation of the Norwegian Lutheran Church of America in 1917, regional collegiate rivalries, and World War I. It reopened as the two-year Pacific Lutheran College, after merging with Columbia College, previously located in Everett. Further consolidation occurred when Spokane College merged with PLC in 1929. Four-year baccalaureate degrees were first offered in education in 1939 and in the liberal arts in 1942. The institution was reorganized as a university in 1960, reclaiming its original name. It presently includes a College of Health Professions, College of Liberal Studies, College of Natural Sciences, College of Professional Studies, and both graduate and continuing education programs.

PLU has been closely and productively affiliated with the Lutheran church throughout its history. It is now a university of the Evangelical Lutheran Church in America, owned by the more than six hundred congregations of Region 1 of the ELCA.

Many influences and individuals have combined to shape PLU and its regional, national, and increasingly international reputation for teaching, service and scholarship. A dedicated faculty and staff has been an extremely important factor. The school has enjoyed a strong musical tradition from the beginning, as well as noteworthy alumni achievements in public school teaching and administration, university teaching and scholarship, the pastoral ministry, the health sciences and healing arts, and business. At PLU, the liberal arts and professional education are closely integrated and collaborative in their educational philosophies, activities, and aspirations.

Contributed by Philip A. Nordquist, Professor Emeritus of History, February 2011.

Pacific Lutheran University and the Evangelical Lutheran Church in America (ELCA)

Pacific Lutheran University traces its roots to the ancient Greek academy, Jewish study of sacred texts, the Roman law court, to monastic libraries and medieval urban universities, and the schools of the Renaissance. In one of those Renaissance universities, established in Germany at the beginning of the sixteenth century, Martin Luther, a professor and priest, launched the reform which would eventually take his name, a reform which spread to other countries and grew in various ways. As a university professor, Luther's reform was shaped by the freedom of conscience, the need to engage one's society in pursuit of a humane future, the liberating capacities of a liberal arts curriculum, and the vocation of service in the world.

Pacific Lutheran University stands within this living tradition of Lutheran higher education, one that it shares with the 26 colleges and universities of the Evangelical Lutheran Church in America. Steeped in the Lutheran commitment to freedom of thought and insistence on questioning, the university serves both church and society by welcoming faculty, students, and administrators from many cultural, ethnic, and religious traditions. Such diversity of viewpoint and methods in study rests at the heart of a theological tradition, which counsels humility and honesty in the pursuit of truth. In contrast to some church-related universities, the colleges and universities of the ELCA enjoy a supportive relationship with the many congregations who expect their schools to protect academic freedom, encourage disciplinary expertise, foster faithful criticism of cherished assumptions, and prepare their students for lives of service in the world. Indeed, the cherished hallmark of the Reformation – freedom – remains linked to its corollary – mature responsibility – to others, their communities, and this earth. Thus, the faculty of Pacific Lutheran University enjoy the support of a religious community committed to liberal learning at the service of a just, peaceful, and humane future.

Contributed by Samuel Torvend, Emeritus Professor of Religion.

SECTION I: FACULTY CONSTITUTION AND BYLAWS

FACULTY CONSTITUTION

PREAMBLE

We, the faculty of Pacific Lutheran University, acting under the authority and responsibilities delegated by the Board of Regents, cognizant of our professional responsibility to provide for the education of our students, and in order to define the qualifications and duties, privileges and obligations pertaining thereto; to establish a system of faculty governance; to prescribe the powers of the faculty in educational policy; to advise in educational fiscal policy; and to govern all our academic affairs more effectively in fulfillment of the Articles of Incorporation of the university and its stated educational goals, pledge our support to, and adopt this constitution.

Article I. – THE FACULTY

Section 1.

The faculty shall consist of the president of the university, regular faculty, contingent faculty, administrative faculty, emeriti faculty, others recommended by the faculty to the president and approved by the Board of Regents, as well as other officers designated by the Board of Regents upon recommendation of the president. (See Faculty Handbook, Section II, Aspects of Faculty Organization, Definition of Faculty for further detail.)

Article II. – THE PRESIDENT OF THE UNIVERSITY

Section 1.

A. The president of the university shall be a member of a Lutheran church, or of a Christian denomination with which the ELCA has a relationship of full communion; shall be the executive head of the university; shall be an advisory member of all university committees and the faculty senate; and shall report regularly to the Board of Regents, or whenever required by them, concerning the work and needs of the university.
B. The president shall nominate to the Board of Regents for their approval all senior administrative officers, such as provost, vice presidents, and academic deans, as well as tenure-eligible members of the faculty. The president shall recommend for approval by the Board of Regents faculty promotions. The president shall have authority to make temporary appointments of senior officers.
C. The president shall cause to be prepared a budget for each year to be submitted to the Board of Regents for their approval.
D. The president of the university shall, together with the provost, the chair of the Board of Regents, and the secretary of the Board of Regents, sign all diplomas given in evidence of degrees granted by the university.
E. The president shall promote the purpose of the university and its ideals of scholarship both in the faculty and among the students.
F. If the president deems it necessary for good cause, the president may suspend a teacher or administrative officer, and shall, within three (3) days, inform the executive committee of the Board of Regents, whereupon the executive committee shall be responsible for subsequent procedures.
G. The president may be removed from office for cause deemed sufficient by the Board of Regents, upon a two-thirds vote of the entire Board of Regents.
H. The president shall report to the annual meeting of the Corporation.

Article III. – RIGHTS AND DUTIES

Section 1. INDIVIDUAL

The individual faculty member upon appointment becomes a member of a community of scholars who respect and uphold the principles of Lutheran Higher Education with certain rights and obligations. Preeminent among these is the obligation to uphold the objectives of the university and the right of academic freedom in order that the obligation of examining and interpreting special areas of instruction may be freely and thoroughly exercised.

Section 2. COLLECTIVE

A. All action taken collectively by the faculty shall be within the context of the expressed or implied delegation of authority and responsibility from the Board of Regents. All such faculty action is subject to review by the Board of Regents.
B. Inherent in the faculty collectively are the following rights and duties:
    1. The faculty, subject to the approval of the Board of Regents, shall determine those degrees, certificates of merit, awards and honors which may appropriately be granted by the university.
    2. The faculty, subject to the approval of the Board of Regents, is charged with the responsibility of establishing or discontinuing colleges, schools, institutes (whether for research or for teaching), and departments.
    3. The faculty shall formulate courses of study, recommend requirements for admissions, for academic status, and for graduation, and nominate candidates for degrees.
    4. The faculty shall, subject to the approval of the Board of Regents, establish the requirements for admission to, and rank of, its membership.
    5. The faculty shall, subject to the approval of the Board of Regents, have the right to establish its own form of governance.
    6. The faculty shall, subject to the approval of the Board of Regents, formulate and enact educational policy which is the central concern of the university. This responsibility shall extend to matters which have bearing upon educational values and goals, even those concerns which are apparently physical, or mechanical, or in some manner auxiliary, but which substantially affect the total educational program.
    7. The faculty shall enact such rules and regulations and establish and activate such committees or other agencies as it deems necessary for the effective exercise of its responsibilities.
    8. The faculty shall have available to it information contained in the official records of the university which is required in the exercise of its responsibilities.
    9. The faculty has the right to censure any member of the academic community whose actions adversely affect the goals of learning, but it has the obligation to defend and protect each of these members in the principle of free search for truth.
    10. The faculty has the duty to provide for a fair and impartial hearing in cases involving faculty members accused of professional misconduct.

Article IV. – GOVERNANCE

Section 1. THE FACULTY ASSEMBLY

A. The ultimate governing body of the faculty shall be designated the Faculty Assembly and shall consist of all members of the faculty. Part-time contingent faculty, emeriti faculty, and emeriti presidents shall have the privilege of voice, but not the right to vote.
B. The Faculty Assembly shall be scheduled to meet at least once a semester during fall and spring semesters. The Faculty Assembly shall meet at the call of the chair of the faculty. Scheduled Faculty Assembly meetings may be canceled by the chair of faculty with majority approval from Faculty Senate. A notice of such cancellation must be communicated to faculty via email no later than 48 hours before the scheduled meeting. In the event that a Faculty Assembly is canceled, it should be rescheduled as soon as possible, and meeting minutes from a previous meeting will be presented for approval at the next scheduled Faculty Assembly.
C. A special meeting of the Faculty Assembly shall be held at the request of the president of the university or of the chair of the faculty or upon the written request of any ten members of the faculty.
D. Members of the administrative staff or others who are not members of the faculty may be invited to attend Faculty Assembly meetings. These individuals may be given the right to speak but they shall have no vote.
E. Members of the Board of Regents have the right to attend meetings of the Faculty Assembly, except when the assembly elects to meet in executive session. [See Robert's Rules of Order, Newly Revised, Sec. 9] Board members may be given the right to speak but they shall not have the right to vote.
F. Part-time contingent faculty, emeriti faculty, and emeriti presidents shall have the privilege of attending Faculty Assembly meetings except when the assembly elects to meet in executive session, and may be given the right to speak though not the right to vote. Full-time contingent faculty and administrative faculty shall enjoy all the rights of regular faculty within the Faculty Assembly, including both voice and vote.
G. The Faculty Assembly may delegate authority for any matter of governance to the Faculty Senate, but retains the right and power to overrule any decision of the senate by an assembly motion approved by at least two-thirds of those voting.
H. The parliamentary authority governing meetings of the Faculty Assembly shall be Robert's Rules of Order, Newly Revised, subject to amendment by the assembly.

Section 2. THE FACULTY SENATE

A. The Faculty Senate shall consist of the chair, vice chair, and members elected by various recognized academic units and groups as determined by faculty legislation.
B. Advisory members shall consist of the president, the provost, and the chairs of faculty standing committees. These advisory members shall have the same rights and privileges as any other member of the senate except the right to make motion and to vote.
C. The Faculty Senate shall be scheduled to meet once a month during fall and spring semesters.
D. A special meeting of the Faculty Senate shall be held at the request of the president of the university or of the chair of the faculty, or upon written request of any 4 members of the Senate.

E. The parliamentary authority governing meetings of the Faculty Senate shall be Robert's rules of order, Newly Revised, subject to amendment by the senate.

Section 3. FACULTY OFFICERS

A. Faculty officers shall consist of the chair of the faculty, the vice chair of the faculty, and the faculty secretary.
B. The chair of the faculty shall preside at the meetings of the Faculty Assembly and the Faculty Senate. In the absence of the chair of the faculty, the vice chair shall preside. In the absence of both the chair and the vice chair, the chair's designated representative shall preside.
C. The chair, vice chair, and secretary shall perform such duties as designated in the Faculty Constitution, Faculty Bylaws, faculty legislation, and directives of the Faculty Assembly.

Section 4. THE FACULTY COMMITTEE SYSTEM

A. The faculty shall have the power to create and dissolve committees. All such committees shall remain responsible to the faculty.
B. The faculty shall have the power to determine the composition, method of selection, purposes, and duties of its committees subject to the terms of this Constitution and Bylaws.
C. The general purpose of the Governance Committee shall be to facilitate the successful operation of the Faculty Senate and the entire committee system.

Section 5. ACADEMIC STRUCTURE AND OFFICERS OF THE UNIVERSITY

A. The university academic structure shall consist of such entities as may, from time to time, be established by the Board of Regents upon recommendation of the faculty in consultation with the president.
B. The president of the university shall nominate to the Board of Regents for their approval all officers of instruction and academic administration, such as the provost, associate provosts, vice presidents, deans, associate deans, department chairs, program directors, as well as members of the teaching faculty.

Section 6. BYLAWS TO THE CONSTITUTION AND RULES

A. Such Bylaws and Rules of Order as are deemed necessary to the interpretation and implementation of this Constitution shall be drafted for adoption together with the Constitution.
B. Amendment to the Bylaws or Rules of Order
    1. Amendments to the Bylaws or Rules of Order originate within the faculty.
    2. The Faculty Assembly shall determine its own rules governing the introduction and consideration of proposed amendments.
    3. An amendment shall not be deemed approved unless it receives endorsement by at least two-thirds of those voting, a quorum being present, except as noted in paragraph 4, below.
    4. If a particular provision of the Bylaws or Rules of Order establishes a validating vote in excess of two-thirds, then the amendment shall not be deemed approved unless it receives endorsement by at least that fraction of the vote specified in the provision, a

quorum being present.

5. The faculty secretary through the agency of the president of the university shall inform the Board of Regents of any amendment to the Bylaws or Rules of Order which has been approved by the Faculty Assembly.
6. Upon approval of the faculty, the amendment shall become operative following the completion of the subsequent meeting of the Board of Regents unless disapproved and provided that the Board of Regents has received notification at least one month prior to its meeting.
7. In the event of disapproval, the Board of Regents through the agency of the president of the university shall so inform the Faculty Assembly.

Section 7. FACULTY LEGISLATION

A. Faculty policy in the sundry substantive areas of faculty concern shall wherever possible be set forth in written statements called faculty legislation.
B. All existing faculty legislation not in conflict with this Constitution and its Bylaws shall remain in full force pending future codification.
C. New faculty legislation and amendments to existing faculty legislation shall be effective upon adoption by the Faculty Assembly or by the Faculty Senate operating within the authority granted to it by the assembly.
D. Any proposal for faculty legislation shall be in proper written form before consideration.

Article V. – RANK AND TENURE AND LEAVES OF ABSENCE

Section 1. RANK AND TENURE

A. The faculty shall through the president recommend to the Board of Regents procedures for the granting of tenure.
B. The faculty shall through the president recommend to the Board of Regents requirements for promotion and rank.

Section 2. LEAVES OF ABSENCE

A. The faculty shall through the president recommend to the Board of Regents policies for the granting of sabbatical leaves.
B. The faculty shall through the president recommend to the Board of Regents policies for the granting of leaves of absence, other than sabbatical leaves.

Section 3. REDUCTIONS IN LOAD AND PHASED RETIREMENT

A. The faculty may recommend to the Board of Regents through the president policies for granting faculty reductions in load and phased retirement.

Article VI. – GRIEVANCE, DISCIPLINARY, AND DISMISSAL PROCEDURES

Section 1. GRIEVANCE PROCEDURE

A. The faculty shall, in consultation with the president and subject to the approval of the Board of Regents, establish procedures for hearing the grievances of a member or members of the faculty.

Section 2. DISCIPLINARY AND DISMISSAL PROCEDURES

A. The faculty shall, in consultation with the president and subject to the approval of the Board of Regents, establish procedures for disciplining its members.
B. The faculty shall, in consultation with the president and subject to the approval of the Board of Regents, establish procedures for suspension of its members.
C. The faculty shall, in consultation with the president and subject to the approval of the Board of Regents, establish procedures for the dismissal of a faculty member with continuous tenure, or for the dismissal of a faculty member with a special probationary appointment before the end of the specified term.
D. The faculty shall, in consultation with the president and subject to the approval of the Board of Regents, establish procedures for a formal dismissal hearing by an elected Faculty Hearing Committee.

Article VII. – GOVERNANCE COMMITTEE

Section 1.

A. The interpretation of the Constitution, Bylaws, and faculty legislation shall in the first instance be entrusted to the Governance Committee.
    1. The membership of the Governance Committee shall consist of three members elected from the faculty for three-year overlapping terms. The president of the university shall be an advisory member of the committee.
    2. Cases shall be brought to the Governance Committee when an opinion is necessary to resolve a bona fide dispute.
    3. The president of the university, any working body of the faculty, or any individual faculty member may submit to the Governance Committee any case of dispute concerning the interpretation of the Constitution, Bylaws, and faculty legislation providing the party (or parties) appealing to the committee has a substantial interest in the case.
    4. The Governance Committee shall have full power to decide what cases it will hear.
    5. The Governance Committee shall have the power to provide injunctive relief to litigants pending the decision of a case.
    6. Decisions of the Governance Committee are final and binding upon the faculty.
    7. Each decision shall be communicated in writing to the president of the university, the faculty secretary, and the party or parties responsible for referral of the case.
    8. The president of the university shall promptly refer each decision to the Board of Regents or an authorized committee of the Board.

Section 2.

A. A decision of the Governance Committee may be reviewed by the Board of Regents or an authorized committee of the Board of Regents.
    1. In cases in which in the president’s judgment the effect of a decision of the Governance Committee infringes the prerogatives of the Board of Regents or the university administration, the president of the university may appeal the decision of the Governance Committee of the faculty to the Board of Regents.
    2. In the event the president appeals, the president shall within one month of the decision of the Governance Committee of the faculty communicate in writing to both the Governance Committee and the Board of Regents the intention to appeal.
    3. The Board of Regents or an authorized committee of the board may also within one month of the decision of the Governance Committee of the faculty notify that body of an intention to review a decision.
    4. The Board of Regents or an authorized committee of the board shall promptly examine the case under review seeking such briefs and testimony as are found necessary to reach a decision.
    5. The decision of the Board of Regents shall be final and binding on all parties concerned.

Article VIII. – AMENDMENTS

Section 1. AMENDING THE CONSTITUTION

A. An amendment to this Constitution may be initiated by either the Board of Regents or the faculty.
B. The amendment requires separate approval by both the Board of Regents and the Faculty Assembly.
C. The Board of Regents and the Faculty Assembly shall individually determine their own rules governing the introduction and consideration of proposed amendments.
D. An amendment shall not be deemed approved by the Faculty Assembly unless it receives endorsement by at least two-thirds of those faculty voting, a quorum being present, except as noted in paragraph e, below.
E. If a particular provision of the Constitution establishes a validating vote in excess of two-thirds, then the amendment shall not be deemed approved unless it receives endorsement by at least that fraction of the vote specified in the provision, a quorum being present.
F. If the amendment originated with the Board of Regents, the faculty secretary shall, through the president, inform the board of the Faculty Assembly's action. If the amendment originated within the faculty, the faculty secretary shall inform the Board of Regents, through the president, of the assembly's action if the amendment was approved.
G. The amendment becomes operative upon approval by both the Faculty Assembly and the Board of Regents.

BYLAWS TO THE FACULTY CONSTITUTION PACIFIC LUTHERAN UNIVERSITY

Article I. – THE FACULTY

Section 1. FULL-TIME VISITING LECTURERS AND ASSOCIATES

A. The phrase “full-time visiting lecturers and associates” is not to be construed as representing a specific title. Rather, the phrase denotes the inclusion of the wide variety of academic appointments outside the usual rank structure, e.g., “composer in residence.”
B. In the event that a particular appointment involves an element of doubt regarding the applicability of the phrase “full-time visiting lecturers and associates,” the issue shall be resolved in accordance with the procedures outlined in Article VII of the Faculty Constitution and the associated Bylaws.

Section 2. PROFESSORS EMERITI

The following considerations shall pertain to the office of professor emeritus:

A. Every tenured member of the faculty shall be designated professor emeritus at the time of retirement.
B. Upon recommendation of the Committee on Rank and Tenure and endorsement by a majority of the Faculty Assembly, any other retiring member of the faculty shall be designated professor emeritus.
C. Professors emeriti shall have the same rights and privileges as other members of the faculty except the right to vote.
D. Insofar as possible, the university shall make university facilities available to professors emeriti to assist them in their continuing scholarly activities.
E. These provisions shall apply retroactively to all living former members of the faculty who meet the requirements stated in 1 or 2 above.

Section 3. ELECTION TO MEMBERSHIP

The following procedure shall pertain for election to membership in the faculty:

A. Any full-time member of the non-teaching university staff may be nominated for membership in the faculty by the president or by at least fifteen members of the faculty.
B. The nomination shall specify the proposed term of membership.
C. The nomination shall be presented to the Faculty Assembly, and after opportunity for discussion, a vote shall be taken by secret ballot.
D. The nominee shall be declared elected if endorsement by at least two-thirds of those casting ballots is received.

Article III. – RIGHTS AND DUTIES

Section 1. SPECIFIC RIGHTS AND DUTIES

The individual faculty member upon appointment becomes a member of a community of scholars who respect and uphold the principles of Lutheran Higher Education with the following rights and obligations:

A. A faculty member shall enjoy the rights of academic freedom as articulated in the Pacific Lutheran University Principles of Academic Freedom.
B. A faculty member shall not engage in outside activities which consume so much time and energy as to interfere with obligations to the university.
C. A faculty member shall have the obligation to serve on the Faculty Senate, faculty committees or in other posts when duly elected or appointed, unless excused by action of the faculty or by action of its elected representatives as described below. In cases in which illness or other extraordinary circumstances prevent an elected or Faculty Senate appointed faculty member from successfully serving out their term, the faculty member may jointly petition the Governance Committee, the chair of the faculty, and the vice chair of the faculty to be excused from service. To do this, the faculty member must submit to the chair of the faculty or the chair of the Governance Committee a letter providing reasons for the petition. This letter may be accompanied by supporting documentation, if desired by the petitioner or requested by a member of the decision-making body. If the joint ruling is not in the petitioner's favor, the petitioning faculty member may seek to be excused from service by action of the senate.
D. A faculty member shall comply with administrative procedures with respect to registration, grade reports, and other matters which may be required by action of the faculty.
E. A faculty member shall enjoy the right of criticism and of active engagement in attempts to change university policy.

Section 2. GENERAL QUALIFICATIONS

The following general qualifications shall apply in evaluating a candidate for admission to the faculty:

A. A candidate shall support the objectives of the university as stated in the catalog.
B. A candidate shall show competence in their field.
C. A candidate shall evidence a potential to carry out professional teaching and administrative responsibilities effectively.
D. A candidate shall exhibit traits and qualities of mind suited to continuing scholarship and professional growth.
E. A candidate shall not be excluded from membership in the faculty on the basis of sex, race, ethnic background, or familial relationship to another member of the faculty.

Article IV. – GOVERNANCE

Section 1. THE FACULTY ASSEMBLY

A. The chair of the faculty shall cause to be prepared an agenda for each of the meetings of the Faculty Assembly. The agenda shall include any matter proposed by the Faculty Senate, any faculty committee or university committee or by three or more members of the faculty. The agenda shall also include complete written statements of any proposals to be made. Reports ordinarily shall be in written form and not read before the assembly. The agenda shall be distributed to each member of the faculty at least three (3) days in advance of the meeting for which the agenda applies exclusive of weekends and holidays. The organization of the agenda for a regular meeting of the faculty shall be as follows:
    1. Call to Order
    2. Opening Prayer
    3. Approval of Minutes
    4. Question and Answer Period with the President
    5. Unfinished business
    6. New business
    7. Announcements
    8. Adjournment
B. Requests for a special meeting of the Faculty Assembly shall specify the nature of the business to be considered. Only those items of business named in the request shall be considered at the special meeting of the Faculty Assembly. The agenda for a special meeting shall include written statements of any proposals to be made. The agenda ordinarily shall be distributed to each member of the faculty at least three (3) days in advance of the special meeting for which the agenda applies exclusive of weekends and holidays.
C. A quorum shall exist when at least 50 voting members of the faculty are present.
D. The Faculty Assembly may adopt special rule(s) of order, as permitted by its governing authority, Robert’s Rules of Order, Newly Revised.

The following Special Rules of Order, while not themselves part of the Bylaws, have been adopted by the Faculty Assembly.

A. A motion for an informal discussion, with a specified time limit, is in order when no other motion is pending.
B. Questions for the president must be submitted in writing to the president. Once the president has the floor, they may choose to take additional questions from the floor at any given meeting.
C. Procedure for Voting by Paper Ballot
    1. Any voting member of the Faculty Assembly may call for a paper ballot from the floor of the assembly or by submitting a request for a paper ballot on a specific agenda item to the chair of the faculty prior to the meeting.
    2. The faculty secretary is charged with having paper ballots available for all Faculty Assembly meetings.
    3. When a call for a paper ballot has been received, the chair of the faculty will direct the Assembly as to how they should mark their ballot.
    4. Chairs of Faculty Standing Committees will distribute paper ballots and collect them

after voting.

5. The faculty secretary and vice chair of the faculty oversee the counting of the ballots. The total number of valid votes for a motion and the total number of valid votes against a motion are recorded. Ballots that are blank or with an unclear meaning are invalid.
6. The faculty secretary provides the final count to the chair of the faculty and records the count in the minutes.
7. The chair of the faculty reports the full results to the Faculty Assembly and declares whether the motion has passed.

D. Special Rules of Order for Electronic Assemblies (approved by Faculty Assembly on 9/18/20). When deemed necessary by the Chair due to restrictions on meeting in-person and except as otherwise provided in these bylaws, meetings of the faculty may be conducted through use of Internet meeting services designated by the Chair that support anonymous voting and support audio and video by those participating, identifying those seeking recognition to speak, showing (or permitting the retrieval of) the text of pending motions, and showing the results of votes. These electronic meetings of the faculty shall be subject to all rules adopted by the faculty to govern them, which may include any reasonable limitations on, and requirements for, members' participation. Any such rules adopted by the Faculty Assembly shall supersede any conflicting rules in the parliamentary authority, but may not otherwise conflict with or alter any rule or decision of the Faculty Assembly. An anonymous vote conducted through the designated Internet meeting service shall be deemed an electronic ballot, fulfilling any requirement in the bylaws or rules that a vote be conducted by ballot.

1. Login information. The Faculty Governance Manager shall send by e-mail to every member of the Faculty Assembly, at least three (3) days in advance of the meeting, the information for registering for faculty assembly. The Internet meeting services will be Zoom webinar. Once registered, members will receive via email the URL and codes necessary to connect to the Zoom webinar, and, as an alternative and backup to the audio connection, the phone number and access code(s) the member needs to participate aurally by telephone. Members must not share their access code with anyone and must log in on only one device. The Faculty Governance Manager shall also include a copy of, or a link to, these Special Rules of Order.
2. Login time. The Faculty Governance Manager shall schedule the Zoom webinar availability to begin at least 10 minutes before the start of each meeting. Members will be placed in the waiting room until the official start time of the assembly.
3. Entering and exiting meeting. Members shall identify themselves by displaying their name in the Zoom webinar, and shall maintain Internet and audio access throughout the meeting whenever present, but shall log out upon any departure before adjournment. No recording, screen shots, or any other electronic sharing of the meeting is permitted.
4. Quorum calls. The presence of a quorum shall be established by the faculty secretary at the beginning of the meeting by the online list of participating members, unless any member demands a quorum count by audible roll call. Such a demand may be made following any vote for which the announced totals add to less than a quorum.
5. Technical requirements and malfunctions. Each member is responsible for their audio, video, and Internet connections; no action shall be invalidated on the grounds that the loss of, or poor quality of, a member's individual connection prevented participation in the meeting.
6. Forced disconnections. The chair may cause or direct the disconnection or muting of a member's connection if it is causing undue interference with the meeting. The chair's decision to do so, which is subject to an undebatable appeal that can be made by any member, shall be announced during the meeting and recorded in the minutes.
7. Assignment of the floor. To seek recognition by the chair, a member shall use the digital "raise hand" feature in Zoom webinar. Upon assigning the floor to a member, the chair

will recognize the subsequent speakers in order of their appearance in the Zoom “raise hand” queue.

8. Motions submitted in writing. A member intending to make a main motion, to offer an amendment, or to propose instructions to a committee, shall, before or after being recognized, post the motion in writing to the online area designated by the faculty secretary for this purpose, preceded by the member’s name and a number corresponding to how many written motions the member has so far posted during the meeting (e.g., “SMITH 3:”; “FRANCES JONES 2:”). Use of the online area designated by the faculty secretary for this purpose shall be restricted to posting the text of intended motions. A shared Google doc will be the online area utilized.
9. Display of motions. The faculty secretary shall designate an online area exclusively for the display of the immediately pending question and other relevant pending questions (such as the main motion, or the pertinent part of the main motion, when an amendment to it is immediately pending); and, to the extent feasible, the faculty secretary, or any assistants appointed by them for this purpose, shall cause such questions, or any other documents that are currently before the meeting for action or information, to be displayed therein until disposed of.
10. Voting. Votes shall be taken by the anonymous voting feature of Zoom webinar, unless a different method is approved by the faculty or required by the rules. The chair’s announcement of the voting result shall include the number of members voting on each side of the question and the number, if any, who explicitly respond to acknowledge their presence without casting a vote. Business may also be conducted by unanimous consent.
11. Video display. The chair, the faculty secretary, or their assistants shall cause a video of the chair to be displayed throughout the meeting, and shall also cause display of the video of any member presenting a motion, report, communication, or announcement. Other assembly members will not have access to audio and video until they are recognized by the chair to speak. Assembly members then have the option to enable video in addition to audio while they have the floor. Video and audio access will be switched off upon completion of their remarks.

Section 2. THE FACULTY SENATE

A. The Faculty Senate shall consist of the chair, vice chair, a representative for contingent faculty elected by all contingent faculty who are employed at PLU when the election is held, and two representatives each elected by the members of the College of Health Professions, the College of Liberal Studies, the College of Natural Sciences, and the College of Professional Studies.
B. Advisory members shall consist of the president, the provost, and the chairs of faculty standing committees. Advisory members shall have the same rights and privileges as any other member of the senate except the right to make motion and to vote.
C. The purpose of the senate is to manage faculty governance, address faculty concerns, and support faculty welfare. The Faculty Senate represents the interests of Pacific Lutheran University’s faculty to the administration The senate is granted authority by the assembly to create faculty legislation and to update and edit the *Faculty Handbook*, but the Assembly has the authority to overrule or reverse senate decisions and must approve any proposed changes to the Faculty Constitution and Bylaws.
D. The chair of the faculty shall cause to be prepared an agenda for each of the meetings of the Faculty Senate. The agenda shall include any matter proposed by the chair; by two or more members of the senate; or by a faculty standing committee; or, three or more members of the faculty , whose motion shall be brought by the vice chair. The agenda shall include complete written statements of any proposals to be made. This agenda shall be made available to all

faculty at least three (3) days in advance of the meeting for which the agenda applies exclusive of weekends and holidays.

E. A quorum shall exist when at least seven (7) of the voting members of the senate, or their properly designated representative are present.
F. Meetings of the Faculty Senate may normally be observed by anyone with the right to attend Faculty Assembly meetings.
    1. Observers do not have voice or vote during the senate meeting.
    2. Any observer with particular insight on a matter under discussion may be granted voice in senate meetings, by a simple majority vote of senators. At each senate meeting, the chair shall include in each agenda a time to open the floor to comments and questions from observers.
    3. The Faculty Senate may, in some circumstances, call for all or a portion of a meeting to be held in executive session, which no observers may attend. This shall be enacted by a non-debatable motion to go into executive session, which requires approval by at least two-thirds of those members voting. Executive sessions must record any decisions made by vote in minutes that are made available to the entire faculty. Meetings of the Faculty Senate may normally be observed by anyone with the right to attend Faculty Assembly meetings.
G. Minutes for Faculty Senate meetings, including an account of how each senator voted on each motion, shall be made available to all faculty within one week after each meeting.
H. Faculty who wish to overrule a senate decision must submit a petition signed by at least 10 voting faculty members to the secretary within ten business days of the distribution of senate meeting minutes.
    1. The legislation will be considered not to have passed until the assembly votes on the motion to overrule.
    2. At the next assembly meeting, the motion to overrule will have priority over other new business. The motion must be approved by at least two-thirds of those voting.
    3. If the motion does not meet that threshold, the senate's decision will be affirmed.
I. The Faculty Senate may adopt special rules(s) of order, as permitted by its governing authority, Robert's Rules of Order, Newly Revised.
J. Rules:
    1. Members elected to the Faculty Senate must be regular faculty, except for the representative for contingent faculty. The representative for contingent faculty must be either regular faculty or a contingent faculty member who has the right to vote in Faculty Assembly.
    2. All members of the faculty shall, as a matter of right, be notified of all meetings, informed of the agenda, and informed of all official action taken by the senate.
    3. No senator representing a college or contingent faculty shall serve for a period of more than three consecutive years.
    4. No faculty member shall serve as a voting member of the Faculty Senate while serving on a faculty standing committee.
    5. At a time when an elected member of the Faculty Senate retires, resigns, is on leave, or is absent for a semester or longer for other cause, they automatically vacate their senate position
    6. No two members of a department or school shall serve simultaneously as representatives from the same college.

Section 3. FACULTY OFFICERS

A. Chair of the Faculty

1. The chair of the faculty shall perform the following duties:
    a. To call and preside at meetings of the Faculty Assembly and Faculty Senate.
    b. To appoint a member of the Faculty Assembly who is not a member of the senate to serve as parliamentarian for the Faculty Assembly and Faculty Senate for a term concurrent with that of the chair. The appointee shall retain voice and voting privileges in the Faculty Assembly, but the appointee will normally only have voice regarding parliamentary matters in Faculty Senate.
    c. To represent the faculty to the Board of Regents.
    d. To represent the faculty to the administration, including but not limited to monthly meetings with the officers of the university.
    e. To provide leadership to promote the mission of the university.
2. The chair of the faculty shall retain voting privileges in the Faculty Assembly and shall be a voting member of Faculty Senate.
3. Term and Conditions
    a. The chair of the faculty shall serve a term of two years and shall not be eligible for a second successive term. The chair is ineligible for any other elected faculty position while serving as chair.
    b. Chairs will succeed to the position following a term as vice chair of the faculty. In the event that the positions of chair and vice chair become vacant simultaneously, simultaneous elections shall be held to fill the positions for the unexpired terms with the chair being regarded as having succeeded to the position for purposes of serving a subsequent full term.
    c. Candidates for chair and vice chair of the faculty shall be tenured faculty members at the rank of associate professor or professor.
    d. The term of office of the chair of the faculty shall begin on July 1 and end on June 30.
    e. The chair of the faculty shall receive a teaching load reduction of two (2) courses or the equivalent per academic year and in addition to their regular faculty contract, a 12-month service agreement carrying with it a stipend to be paid over 12 months.

B. Vice chair of the Faculty
1. The vice chair of the faculty shall perform the following duties:
    a. To assume the duties of the chair of the faculty when the chair is unable to perform them or as designated by the chair.
    b. To serve as a voting member of the Faculty Senate.
    c. To serve as representative for and primary point of contact in matters of governance for any faculty who are not otherwise represented in the senate.
    d. To represent the faculty to the Board of Regents.
    e. Upon completion of a term as vice chair, to succeed to the position of chair of the faculty.
    f. To succeed to the position of chair of the faculty upon the vacancy of the position before the end of the term and for the remainder of that term. If the vice chair succeeds to the chair position to fulfill an unexpired term and if one year or less than one year remains in that unexpired term, the new chair may serve a subsequent consecutive full term. If more than one year remains in the unexpired term, the new chair may fulfill the term, but may not succeed to a full term.
2. Selection, Term, and Conditions
    a. The term of office of the vice chair shall be two years.
    b. The election shall be conducted by the Governance Committee at the same time as elections for faculty standing committees.
    c. The nomination of candidates must be made in writing to the Governance

Committee. Nominations may be made by any member of the faculty and must be supported in writing by at least ten faculty members who have not supported the nomination of any other candidates for the position. The Governance Committee shall obtain written consents to run and to serve from nominees.

d. If more than two candidates are nominated and if no candidate receives a majority of the votes cast for the position, a run-off election shall be held between the candidates with the two largest number of votes. The run-off election shall be concluded no later than three weeks after the conclusion of the general election, and the winner shall be the candidate with the largest number of votes cast. The faculty shall be informed of the results and vote totals in each election.
e. Upon a vacancy in the position of vice chair, the Governance Committee shall conduct a special election to fill the vacancy, such election to take place no later than one month after the creation of the vacancy and under conditions of nomination and eligibility as normally apply to the position.
f. If a vice chair is elected to the position to fill an unexpired term and if one year or less than one year remains in the unexpired term, the new vice chair may serve the subsequent full term without the necessity of re-election.
g. The vice chair of the faculty shall receive a teaching load reduction of one (1) course or the equivalent per academic year and in addition to their regular faculty contract, a 12-month service agreement carrying with it a stipend to be paid over 12 months.
h. The term of the office of the vice chair of the faculty shall begin on July 1 and end on June 30.

C. Faculty Secretary

1. The faculty secretary shall perform the following duties:
    a. To oversee the preparation and maintenance of a list of voting members of the faculty.
    b. To keep accurate records of all meetings of the Faculty Assembly and the Faculty Senate and distribute to faculty members a copy of the minutes within one week after each meeting.
    c. To ensure that thorough documentation of the business conducted by all aspects of faculty governance is maintained, and to communicate the activities of faculty governance system to the faculty, the administration, and the Board of Regents. This shall be accomplished by working closely with all standing committees and the members of the Faculty Senate. Activities shall include:
        i. The codification and custody of all faculty legislation, amendments to the Faculty Constitution and Bylaws, and Rules of Order.
        ii. The solicitation of a written report from every standing committee at the end of the year. A copy of each report will be maintained in the permanent records.
        iii. Informing the Board of Regents of any amendment to the Bylaws or Rules of Order which has been approved by the Faculty Assembly.
        iv. Maintaining a record of the outcomes of any disputes concerning the interpretation of the Constitution, Bylaws, and faculty legislation.
        v. Ensuring that all electronic and hardcopy resources and records for faculty governance are up-to-date and that the appropriate files be transferred to the permanent file in archives when they are no longer active.
        vi. To assist the Governance Committee with the oversight of the faculty election process, keeping a record of the election results, and serving jointly with the chair of the Governance Committee to certify faculty election results.

d. To represent the faculty to the Board of Regents.

2. Election and Term
    a. The secretary shall be elected by ranked ballot each year by the Senate from within its membership.
    b. The term of the office of the faculty secretary shall begin on July 1 and end on June 30.

Section 4. THE FACULTY COMMITTEE SYSTEM

A. Definition: Standing, Ad Hoc, and Joint Committees
    1. All faculty standing committees come into being or go out of existence by vote of the faculty. Positions on faculty standing committees are elected by the faculty and typically three years in length. The term of service for committee members shall begin with the first organizational committee meeting of the academic year, continuing until the first such meeting following the election of their successor or until the position is vacated (see Section 4, Subsection B, 14). The term of service for faculty elected to serve vacated positions shall begin on the date the position is vacated, continuing until the first organizational meeting following the election of their successor. Committee members are not expected to perform committee work over the summer months, except as indicated in Article IV, Section 4, Subsection A, 6.
    2. University standing committees consist of members of the faculty and members of other segments of the university; are formed at the request of the Faculty Assembly, the Faculty Senate, the president, the provost, or the vice president for student life; and are authorized by the Faculty Assembly, the president, and the appropriate representative authority for non-faculty members of the proposed university committee. Changes in committee name, composition, or duties shall be approved by the Faculty Assembly and those other representative authorities included in the membership of the committee.
    3. Ad hoc committees are either elected or appointed as designated by the faculty at the time of their authorization. Ad hoc committees will cease to function when their duties are fulfilled or at the end of the academic year or period of time for which they were elected or appointed, the time not to exceed a three-year period. Ad hoc university committees which include faculty membership may be created by the president or provost without formal faculty authorization provided that such committees exist for a period of time not to exceed 60 days and that such committees make a report to the Faculty Senate at the conclusion of their work.
    4. Joint committees may be authorized by directing either standing committees or ad hoc committees to meet with counterpart committees. In such instances the faculty members of such a joint committee shall designate their own chair and are privileged to meet separately and to submit their own recommendations to the faculty or administration.
    5. The faculty, recognizing that in certain areas of common concern responsibility should be shared with students or with other segments of the university community, may authorize faculty participation in university standing committees which would include student or other members as well as faculty members. Members of university standing committees elected by the faculty shall be individually responsible to the faculty.
    6. Summer committee work may be necessary if it is a) specifically mandated by faculty legislation, or b) requested by the provost and allowed by the Faculty Handbook's list of specific duties for that committee. In these instances, committee members may be eligible for appropriate compensation.

B. Rules
    1. Members of faculty standing committees are to be elected by the faculty. Anticipated

vacancies on faculty standing committees shall be filled by election according to these Bylaws, Article IV, Section 4, Subsection B, 2.

2. Members elected or appointed to faculty standing committees must be regular faculty. Full-time contingent faculty are not eligible to serve on faculty standing committees, but may serve on university standing or ad hoc committees.
3. No one shall be made an ex-officio member of a standing or ad hoc committee.
4. Certain faculty members or members of the administration or staff of the university may be designated as advisory members of a committee.
5. Certain students may be designated to serve as voting or advisory members of a faculty committee. The voting privileges of students on faculty committees will be determined by a resolution of the Faculty Assembly or Faculty Senate.
6. The president shall be an advisory member of all standing or ad hoc committees.
7. All advisory members of any committee shall have the same rights and privileges as any other member of the committee except the right to make motions and to vote.
8. All committee members, including advisory members, shall, as a matter of right, be notified of all meetings, informed of the agenda, and informed of all official action taken.
9. The committee member responsible for convening each standing committee for the first time in any school year shall be the senior member in terms of length of service on that particular committee. In the absence of any senior member the Governance Committee shall designate a convener.
10. At the first meeting of each academic year, the elected faculty members of a standing committee shall elect, from among their number, a chair and a secretary.
11. Every standing committee shall make a written report to the faculty at least once a year. The chair of the committee shall file a record of the committee's activities in duplicate reports—one with the faculty secretary and one with the president of the university at the close of the school year.
12. Every standing committee shall make a brief oral report to the Faculty Assembly once per year, highlighting key issues dealt with and/or anticipated in the future.
13. No faculty member shall serve in an elected position on the same committee for a period of more than three consecutive years.
14. No faculty member shall serve in an elected position on more than one standing committee, and in the event that a faculty member is elected to a position on a second standing committee, they must promptly resign from one of them.
15. No faculty member shall serve in an elected position on a standing committee while also serving in the senate. Any member of a standing committee who is elected to the senate will be considered to have resigned their committee position.
16. Specified faculty appointments to university standing committees will be made by the Faculty Senate. No faculty member may be appointed by the Faculty Senate to more than one university standing committee. No faculty member shall serve in a Faculty Senate-appointed position on the same committee for a period of more than three consecutive years.
17. No faculty member may simultaneously serve in more than one faculty standing committee and one Faculty Senate-appointed position.
18. At the time when a member of a faculty committee retires, resigns, is on leave, or is absent for a semester or longer for other cause, they automatically vacate a committee position.
19. No two members of any department or school shall serve simultaneously on the same committee.

C. The Governance Committee

1. The committee shall review the work of the Faculty Senate and all standing or ad hoc committees and shall be responsible for making appropriate recommendations for the

amendment of the faculty governance system rules, the structure, and the duties of the senate and all committees.

2. The committee shall have specific duties relative to making nominations and conducting elections on behalf of the faculty. These duties shall be:
    a. To collaborate with faculty officers and appropriate academic units and groups to establish nomination and election procedures for all senate, committee, and other positions.
    b. To facilitate nominations and prepare a slate of candidates for elected positions when called upon to do so by faculty legislation or when vacancies occur, and to share that slate with voting faculty at least four days before elections begin.
    c. To nominate two candidates for each standing committee position to be filled by election.
    d. To conduct all faculty elections, which shall be in all cases by secret ballot, and at its option to conduct any required runoff elections by secret ballot.
    e. To report as elected anyone receiving a majority of the votes cast for that position. (A majority vote is required for election. In the absence of a majority vote, a runoff ballot shall be provided containing the names of the two candidates receiving the largest number of votes for each of the positions to be filled.)
    f. Note: The Governance Committee of the Faculty is also provided for and guided by Article VII of the Faculty Constitution, which has no accompanying bylaws.

Section 5. ACADEMIC STRUCTURE AND OFFICERS OF THE UNIVERSITY

A. Academic Structure of the University
    1. The Components of the Academic Structure of the University
        a. College of Health Professions
        b. College of Liberal Studies
        c. College of Natural Sciences
        d. College of Professional Studies

        (When the terms departments, divisions, schools, colleges, interdisciplinary programs, institutes, and research centers are used, these terms are interchangeable with the faculty members assigned to, or in the case of interdisciplinary programs, affiliated with, these entities meeting in assembly.)

    2. Departments
        a. The basic academic entity throughout the university is the department.
        b. The department has primary responsibility for the development of its educational program in all aspects, including personnel, curricula, instruction, and research.
        c. Each department shall determine its own requirements for major studies, subject to the policies and procedures established by the college and/or school to which it belongs and the university faculty.
    3. Divisions
    Academic divisions, consisting of a group of departments within a school or college, may be organized for the purpose of advancing interdisciplinary programs, increasing efficiency and effectiveness in the use of funds and equipment, or coordinating projects of interest to such a division.
    4. Schools
    Schools may be organized for the purpose of coordinating the objectives of the university with respect to defined educational programs.

a. Each school shall organize itself and establish its own rules and regulations subject to the policies and procedures established by the university faculty.
b. Each school without departments shall have the primary responsibility for the development of its educational program in all aspects, including personnel, curricula, instruction, and research.
c. Each school shall have the power to determine the requirements for its degrees and awards subject to the policies and procedures established by the university faculty.
d. Each school shall recommend to the university faculty all successful candidates for such degrees and awards as it may wish to have conferred.
e. Each school shall review the work of its members and any constituent departments, defend and discipline them, and secure and maintain instructional and research programs in full support of its purposes.

5. Colleges
Colleges may be organized for the purpose of coordinating the objectives of the university with respect to defined educational programs.
a. A college shall organize itself and establish its own rules and regulations in accordance with procedures established by the university faculty.
b. A college shall have the power to institute degree programs and determine the requirements for its degrees in accordance with the procedures established by the university faculty.
c. A college shall recommend to the university faculty all successful candidates in its degree programs for such degrees and awards as it may wish to have conferred.
d. A college shall review the work of all its departments and schools, defend and discipline its members, set and maintain its standards, and secure and maintain instructional and research programs in full support of its objectives.
e. Academic units proposing to change their college affiliation shall make the request through their college dean. The deans of the impacted colleges will bring such requests to the chair of the faculty, for consideration by the Faculty Senate over at least two meetings for a) one reading and b) vote.

B. Special Academic Programs
Special academic programs may be organized for the purpose of coordinating the objectives of the university with respect to defined educational programs. These programs include the General Education Program and Interdisciplinary Programs. Special academic programs shall be managed by an administrator appointed by the provost in consultation with faculty.

1. General Education Program
a. The general education programs shall be administered with the advice and support of a General Education Council.
b. The General Education Council duties include:
i. to advocate, promote, and represent the program,
ii. to facilitate programmatic assessment and quality assurance,
iii. to assist the Educational Policies Committee in regular programmatic curriculum review and oversight, recommending changes in the program subject to the regular policies and procedures established by the university faculty, advocates, promotes, and represents the program
iv. to facilitate general program oversight and management, and
v. to coordinate the general education program with other academic units.

2. Interdisciplinary Programs
a. Each interdisciplinary program has primary responsibility for: (a) development and oversight of its educational program; and (b) coordination of its educational program with other academic units.

b. Each interdisciplinary program has responsibility for personnel appointed to, or affiliated with, the interdisciplinary program to the degree stipulated in the terms and conditions of the appointment.
c. Each interdisciplinary program charged with responsibility for an educational program of major or minor studies, or with responsibility for a constituent part of the requirements for graduation, shall determine its own requirements, subject to the policies and procedures of the university.
d. Each interdisciplinary program shall be administered by a committee and led by a chair. The chair shall be appointed for a term of up to three years by the administrator of interdisciplinary programs upon the recommendation of the interdisciplinary program committee. After consulting with the existing committee, chairs shall appoint committee members for terms of up to three years. Each interdisciplinary program shall establish its own rules and regulations and affiliations subject to the policies and procedures of the university.
e. Affiliation is a formal association between a faculty member and an interdisciplinary program. Each interdisciplinary program shall define the affiliation for its members. Except in those cases specified by the terms of appointment or annual contract, faculty members, in consultation with their academic administrator, may seek to affiliate with an interdisciplinary program. The affiliation is normally for a term of up to three years (renewable beyond three years). The chair of each interdisciplinary program shall identify annually those faculty who are affiliated with an interdisciplinary program.

C. Institutes

Institutes, research centers, and similar academic entities may be established by the university faculty with the approval of the Board of Regents.

1. Each such institute shall be attached to a sponsoring department, interdisciplinary program, division, school, college, or the Provost's Office.
2. No such institute shall have independent existence or budgetary powers.
3. Each institute may recommend to its sponsoring body appropriate certificates and awards of merit or achievement.

Section 6. AMENDMENT TO THE BYLAWS OR RULES OF ORDER

A. A proposed amendment to the Bylaws or Rules of Order will be placed on the agenda of the Faculty Senate and Faculty Assembly at the request of the president of the university, any standing committee, or at the written request of any ten members of the faculty.
B. Such amendment must first be brought to the Faculty Senate in two meetings at least one month apart.
    1. At the meeting of the senate in which the amendment is introduced, the amendment may be discussed, but no other action may be taken. Within one week of that meeting, the secretary shall communicate to all faculty the text of the proposed amendment.
    2. At the second meeting of the senate considering the amendment, it shall have priority over other unfinished business. The proposed amendment may be amended. A vote will be taken on the proposed amendment, which is advisory to the assembly. Within one week of this meeting, the secretary will communicate to all faculty the content of the proposed amendment and the results of the senate's advisory vote.
C. At the next Faculty Assembly meeting, which must take place at least 3 weeks

after the second senate meeting, the proposed amendment shall have priority over unfinished business. Amendments to the proposed amendment must be submitted, in writing, at lease one week before the assembly meeting.

Article V. – RANK AND TENURE AND LEAVES OF ABSENCE

Section 1. PROMOTION, RANK, AND TENURE

Pacific Lutheran University seeks faculty with the highest possible qualifications, and offers them conditions of employment commensurate with their professional achievement and conducive to high-quality performance. The university thrives upon the commitment and energy of a diverse faculty. Its programs depend as well upon the variety of faculty appointments that are made, appropriately tenured and untenured, full-time and part-time, emeritus and honorary.

Decisions on appointments are made by the president of the university with the approval of the Board of Regents after consultation with the provost and with the department and the division, school or college. Decisions on promotions and the granting of tenure are made by the president of the university with the approval of the Board of Regents after consultation with the provost, the department, the division, school, or college, and the faculty committee concerned with rank and tenure. Decisions on the granting of credit toward tenure beyond the normal three-year maximum are made by the president of the university after consultation with the provost, the department, the division, school, or college, and the faculty committee concerned with rank and tenure.

The following system aims to lighten the burden of the administration in performing this complex task by setting up specific policies and by utilizing the faculty in the gathering and evaluating of evidence and in serving generally in an advisory capacity.

A. Rules of Tenure
    1. Tenure confirms the right of individual faculty members to explore and profess the nature of truth in their disciplines without discriminatory action being threatened or taken against them. “Discriminatory action” may include unjustified loss of teaching position. It may also consist of arbitrary distinctions in the setting of salaries or the discriminatory provision of or the withholding of university services or facilities. Tenure means, therefore, that a teacher’s academic freedom or employment may not be restricted or terminated without observance of due process. Specifically, a tenured faculty member is guaranteed that their position will not be terminated except for the following reasons:
        a. Regular retirement.
        b. Financial exigency. In the event this should be demonstrated to exist, the decisions on which tenured faculty will be released must be made on the basis of duly established retrenchment policies. The faculty and administration are expected to provide input, counsel, and recommendations during the formulation and implementation of such policies.
        c. Discontinuance or reduction of an academic unit or sub-unit. Academic unit shall refer to a college, school, division, or department. Academic sub-unit shall refer to (a) a recognized program of study within an academic unit; (b) recognized subdivisions of an academic discipline. The university shall make an effort to relocate tenured faculty members in appropriate positions in the institution if such are available.
        d. For cause, which shall mean one or more of the following:

i. Gross neglect of duties.
ii. Physical or mental incapacity.
iii. Moral turpitude.
iv. Conviction of a felony.
v. Witting and incorrigible breach of the signed contract with the university.
vi. Unfitness to teach, e.g., because of incompetence in one's subject, failure to communicate effectively, or lack of scholarly objectivity or integrity in the classroom.

2. While the university must protect all faculty members' rights, faculty members must be sensitive to the university's needs and seek to fulfill the best ideals and expectations of the academic profession as a whole and one's discipline in particular. Among the individual's obligations are:
    a. To perform faithfully all the services for which one is engaged, in keeping with the main qualifications bearing upon tenure (see Bylaws, Article V, Section 1, Subsection B.2).
    b. To undergo thorough periodic review of one's professional activities and cooperate in attempts to improve areas showing need of it.
    c. To make use of the provisions for sabbatical leaves of absence (see Bylaws, Article V, Section
3. In any attempt to remove a tenured faculty member from their position or to take other disciplinary action against them, the burden of providing adequate cause lies with the university.
4. Eligibility for tenure at Pacific Lutheran University is related primarily to the function of teaching. Teachers who are appointed to the rank of assistant professor, associate professor, and professor shall have the rights and privileges appropriate to their rank including tenure or the eligibility for tenure. The same rights and privileges apply to those appointed to the position of librarian.
    a. Tenure-eligible part-time faculty must also receive appointment to one of the ranks eligible for tenure. All other part-time teachers shall not be appointed to one of the ranks eligible for tenure.
    b. Academic tenure does not pertain to administrative positions. An administrator holds a position subject not to the rules of tenure but rather to the conditions of a contract. While no administrative appointment shall be considered tenured nor of itself confer eligibility for tenure, an individual already holding a tenured appointment at Pacific Lutheran University upon assuming an administrative position shall retain previously acquired tenure.
    c. Upon recommendation of the president and approval by the Board of Regents an administrator may be assigned faculty status with all attendant rights and privileges except rank or eligibility for tenure.
    d. Upon recommendation of a school or department and the approval of the president and the Board of Regents, an administrator may be assigned faculty rank within the school or department. Such an appointment to faculty rank and subsequent retention, promotion, or tenure shall be subject to normal procedures for evaluation of a candidate's academic qualification.
5. The terms and conditions of every appointment shall be stated in writing and be in the possession of both institution and appointee before the appointment is consummated. The contract for the initial appointment to a tenure-eligible position shall include a statement of the amount of probationary credit toward tenure to be allowed for service elsewhere and for service as contingent faculty at Pacific Lutheran University. Beginning with the appointment as regular faculty to the rank of assistant professor or a higher rank, the probationary period should not exceed the equivalent of six years of full-time

service, including within this period full-time service in all institutions of higher education, but subject to the proviso that when, after a term of probationary service in one or more institutions, a teacher is appointed to Pacific Lutheran University it may be agreed in writing that this appointment provides for a probationary period of up to six years. Upon appointment to full-time service as regular faculty at the rank of assistant professor or a higher rank, a person shall be granted up to four years probationary credit toward tenure on a prorated basis in proportion to course-load equivalency. In ordinary circumstances, the probationary period shall include a minimum equivalent of three years as regular faculty at Pacific Lutheran University. A faculty member may at their own volition relinquish in writing all or part of any credit granted for service elsewhere but this written statement must be filed with the provost prior to the beginning of what would otherwise be the faculty member's sixth year of credit toward tenure at Pacific Lutheran University. In cases where a faculty member takes leave, whether the period of leave shall be counted toward the probationary period shall be decided and specified at the time the leave is granted. Other terms and conditions relating to tenure shall be those specified in the Faculty Constitution and Bylaws at the time of the individual's initial appointment to a tenure-eligible rank unless, at the date that formal consideration for tenure begins, they explicitly request, in writing, that the provisions in effect at that later date be applied to their case.

6. In exceptional circumstances, more than three years of credit may be granted at any time, and tenure may be granted at any time prior to the completion of the usual six-year probationary period but only after full consultation with the department and division, school, or college concerned, the provost, and the faculty committee concerned with rank and tenure.
7. Termination for a cause of a tenured appointment, or the dismissal for cause of a person previous to the expiration of a term appointment, shall be considered both by the appropriate faculty committee or committees, and by the Board of Regents. In all cases where the facts are in dispute, the accused person shall be informed before the hearing in writing of the charges against them and shall have the opportunity to be heard in their own defense by all bodies which pass judgment upon the case. They shall be permitted to have with them an adviser of their own choosing who may act as counsel. There shall be a full transcription of the hearing available to the parties concerned. In the hearing of charges of incompetence, the testimony shall include that of teachers and other scholars, whether from Pacific Lutheran University or other institutions. Persons on tenure who are dismissed for reasons not involving moral turpitude shall receive their salaries for at least a year from the date of notification of dismissal, whether or not they are continued in their duties during that time.
8. Notice of non-reappointment, or of intention not to recommend reappointment to the Board of Regents, shall be given in writing according to the following standards for all tenure eligible faculty, full-time and part-time:
    a. Not later than March l of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment expires during an academic year, at least three months in advance of its termination.
    b. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
    c. At least twelve months before the expiration of an appointment after two or more years at Pacific Lutheran University.

B. Appointment, Promotion, and Rank
    1. General Policies Concerning Appointment, Promotion, and Tenure

a. Every faculty member is expected to be committed to the mission and objectives of the university; this is a sine qua non of appointment and retention.
b. The university values as its highest priority excellence in teaching.
c. Decisions about tenure involve a judgment about the overall, long-term value of a candidate to the university and its mission. Such judgments are based upon recognition of significant accomplishment and promise of continued achievement. The criteria given below are of paramount importance in arriving at these decisions, and are to be applied jointly and in a qualitative fashion. Other relevant factors may also be considered.
d. Decisions about promotion are likewise qualitative and global, and involve a judgment about the accomplishments of a faculty member. Years of service shall be considered, but shall not compensate for inadequate performance.
e. Budgetary factors will not be considered by the faculty committee charged with evaluating candidates for tenure or promotion.
f. The specific criteria for tenure and promotion are as follows. Strength in each area is expected, although an overall appraisal of a candidate's qualifications is the final consideration.

2. Criteria for Tenure and Promotion
    a. Teaching
        i. Faculty shall provide evidence of excellent teaching and a concern for improving the quality of their teaching.
        ii. Excellent teachers display a variety of qualities; they challenge their students intellectually, communicate effectively, show commitment to learning, remain current in their disciplines, and demonstrate personal and professional integrity.
        iii. Excellent teachers
            a. Challenge learners intellectually;
            They invite students to ask questions, confront limits, recognize complexities, discriminate values, pursue alternatives, see new possibilities, and seek
            connections.
            b. Communicate effectively;
            They plan and organize, express expectations clearly, listen carefully, and act with respect, enthusiasm, and empathy toward students.
            c. Show commitment to learning;
            They create an interactive, cooperative, mutually respectful environment, and consider alternative methods of teaching and assessment.
            d. Remain current in their disciplines;
            They design, review, and revise courses, reflecting developments in their academic areas.
            e. Demonstrate personal and professional integrity;
            They are truthful and ethical in selecting content, interacting with students and colleagues, and in assessing self.
    b. Scholarship
        i. Faculty shall provide evidence of competence and continued growth in professional activity.
        ii. Professionally active faculty demonstrate accomplishment in scholarship. Scholarship may take any of the four forms described below, all of which involve interacting with peers in ways that benefits students, colleagues, communities, disciplines, and faculty themselves. The university values all of

these kinds of scholarship. Faculty are not expected to demonstrate accomplishment in all forms of scholarship.

a. Scholarship of Discovery
   Demonstrates a commitment to making particular and unique contributions to knowledge within a discipline. It involves the process of confronting the unknown, seeking understanding, looking freshly, probing new ideas, and answering the question, "What is to be known and made known?" It may be evidenced by publication, artistic products, and other forms of professional dialogue with one's peers.
b. Scholarship of Integration
   Demonstrates a commitment to interpreting knowledge, making connections across disciplines, and placing knowledge in perspective. It involves illuminating, interpreting, critically analyzing data, and sharing with colleagues answers to the question, "What do the findings of research mean?" It may be evidenced by publication, artistic production, and other forms of professional conversation with colleagues in one's own and in other disciplines.
c. Scholarship of Application
   Demonstrates a commitment to using knowledge responsibly to solve problems of consequence to human welfare. It may be evidenced by publication, artistic production, and other forms of professional involvement and leadership beyond the academic community.
d. Scholarship of Teaching
   Demonstrates a commitment to understanding and improving the process of teaching and learning. It involves critical inquiry into the development of effective approaches and methodologies to communicate one's discipline, and seeks to raise as well as answer questions. It may be evidenced by publication, artistic products, and by other forms of intellectual and professional exchange among colleagues. As with all other forms of scholarship, the demonstration of interaction with professional peers is integral to the scholarship of teaching.

c. Service
   i. Faculty shall provide evidence of substantial and sustained service. Service may take any of of the forms described below. Service to the university is expected.
   ii. Faculty engage in activities that benefit the university, their profession, and the community through lives of thoughtful inquiry, work, leadership, and care.
      a. Service to the University
         Includes general and major advising; personal and career counseling of students; participating in committee work and curriculum development; performing administrative tasks; fostering collegiality among faculty; supporting student-centered extracurricular activities; speaking to student groups; recruiting and recommending students.
      b. Service to the Profession
         Includes participating in professional organizations and accrediting activities; serving on regional/national/ international committees and boards; giving presentations or lectures.
      c. Service to the Community
         Includes doing civic, religious, educational, or other charitable work,

and may involve contributions in the private as well as the public sphere.

3. New Appointments
    a. New appointments will be made by the president in consultation with the provost, with the department, and with the division, school, or college.
    b. The appointee is to be given a written statement of the conditions of appointment.
4. Qualifications Concerning Appointment and Promotion to Ranks Eligible for Tenure
    a. Rank
        i. Assistant Professor
            a. Shall have earned the terminal degree in the relevant field, or equivalent recognition or achievement.
            b. Shall have demonstrated competency as a teacher or shown promise of ability to teach at the university level.
            c. Shall have evidenced ability to do scholarly work.
            d. Shall have demonstrated or shown promise of responsible service to the university.
        ii. Associate Professor
            a. Shall normally have an earned doctorate. Justifiable exceptions may be equivalent recognition or achievement.
            b. Shall have demonstrated competency and continued growth as a teacher on the university level.
            c. Shall have evidenced a continued development in scholarship.
            d. Shall have evidenced influence and leadership in the academic development of the university.
        iii. Professor
            a. Shall have an earned doctorate. Justifiable exceptions may be equivalent recognition or achievement.
            b. Shall have established a record and reputation as an excellent teacher.
            c. Shall have evidenced a record of continual growth in scholarship.
            d. Shall have contributed distinct academic influence and leadership.
    b. Promotions
        i. Since the quality of the faculty is of prime importance to the university, each faculty member recommended for promotion shall be carefully considered according to the criteria set forth under Bylaws, Article V, Section 1.B.1, General Policies Governing Appointments, Promotion, and Tenure. Each member of the faculty below the rank of professor may be considered annually for promotion. However, several years of teaching are ordinarily needed for adequate evaluation.
        ii. All promotions in rank are to be made by the Board of Regents upon recommendation of the president of the university. The recommendations of the president shall be based upon prior recommendation of the provost, appropriate deans, school, college, and departmental administrators, and in consultation with the faculty committee concerned with rank and tenure. To facilitate consideration, a promotion request shall be initiated in writing, normally by the person’s immediate administrative superior. A recommendation may be made by any administrative superior in consultation with the person’s immediate superior, or faculty members may themselves request consideration.
        iii. Such promotions are to be verified through a special letter from the president to the individual concerned. A copy of such letter is to be sent to the administrator of the person’s immediate academic area.

5. Qualifications Concerning Appointment to Non-Tenure Eligible Rank
    a. Instructor
    Instructors are untenured faculty who teach at least half-time and who otherwise perform the entire range of activities expected of regular full-time faculty. Time spent at the rank of instructor shall not accrue eligibility for tenure. Candidates for appointment to the rank of instructor:
        i. Shall have a master's degree or its equivalent,
        ii. Shall have evidenced particular knowledge or skill appropriate to the appointed position, and
        iii. Shall have evidenced or shown promise of ability to teach and to contribute to academically related activities of the university.
    b. Assistant Professor, Associate Professor, and Professor
        i. Qualifications for each of these ranks are specified in Bylaws, Article V, Section 1, Subsection B, 4.a.
6. Tenure-Eligible Faculty on Less Than Full-Time Load
    Faculty appointments made to meet ongoing needs of the university that are at least half-time but less than full-time may carry a rank as specified in subsection b(3)(i) above, and be eligible for tenure. Such part-time faculty perform the entire range of activities expected of full-time faculty, including teaching, advising of students, committee participation, and professional development. They receive the benefit of regular professional evaluation in the same manner as full-time faculty. They have voice and vote within their department, division, school, and/or college, and in the Faculty Assembly.
        a. Appointment, tenure, and promotion for part-time tenure eligible faculty carry the following provisions:
            i. Qualifications and procedures for appointment are the same as those specified for full-time faculty.
            ii. Procedures and criteria for tenure and promotion are the same as those specified for full-time faculty, though applied proportionately in the areas of scholarship and service.
            iii. Eligibility for tenure and sabbatical leave are accrued proportionate to the level of appointment.
            iv. Salary and fringe benefits based on salary are proportionate to the level of appointment, relative to a full-time load.
            v. Faculty holding part-time tenure eligible positions may apply for full-time openings for which they are qualified. Proportionate credit toward tenure and sabbatical leave carry over should they receive a full-time appointment.
            vi. The procedures for termination or reallocation of part-time tenured faculty positions shall be the same as those for full-time tenured faculty.
            vii. Tenure for a part-time faculty member commits the university to a half-time continuing appointment. Additional teaching responsibilities, up to full-time, may be mutually agreed to on a year-to-year basis.
            viii. The above conditions shall also apply to the appointment of two persons equally sharing one full-time position.
            ix. Such positions are to be created only in exceptional circumstances, when neither full-time, tenure-eligible positions nor part-time positions not eligible for tenure suffice to serve the best interests of the university.
7. Department Administrators
    Department administrators shall have demonstrated or shown promise of administrative

ability and shall be appointed by the president of the university after consultation with the provost and the school or college administrator and consideration of the candidate recommended by the faculty of the department.

Section 2. LEAVES OF ABSENCE

Provision for sabbatical leaves and any other kinds of leaves to be made available shall be made in accordance with the following requirements:

A. The granting of any leave shall be made on the basis of published eligibility and selection criteria established via regular provisions for joint faculty-administration-board action. The basic eligibility criteria for sabbatical leaves shall be achievement of tenure and completion of a minimum period of six years of full-time service as a prerequisite for each such leave. In exceptional cases when the provost, in consultation with the college dean, academic unit head, and concerned faculty member, decides that it is in the best interests of the university, a faculty member may apply for sabbatical after completing five years of full-time service.
B. The requesting and granting of any leave shall be done in accord with published procedures established via regular provisions for joint faculty-administration-board action.
C. The terms of any type of leave program shall be established via regular provisions for joint faculty-administration-board action and shall be published. Basic provisions shall be:
    1. During sabbatical leaves the rank, tenure, and salary increment status of the faculty member shall not be impaired. If this is not true also during other kinds of leaves, this shall be indicated in writing as part of the leave program description or the individual agreement on terms.
    2. Faculty members on sabbatical leave shall receive 75% of their full regular salary for the duration of their leaves, either half-year or full-year. Sabbatical recipients shall also receive all fringe benefits for which they would ordinarily be eligible, although those based on salary level (retirement and social security contributions) shall be reduced accordingly.
    3. Faculty members on leaves of any kind shall submit a written report on their activities to the president on completion of the leave.
    4. The nature of any leave of absence, of the post-leave status of the faculty member (if not already tenured) in terms of years of tenure probationary period met, and of any other variable terms of leaves shall be agreed upon in writing at the time a leave is granted.

Section 3. REDUCTIONS IN LOAD AND PHASED RETIREMENT

A. Provision for reduced load and phased retirement for faculty shall be made in accordance with the following requirements:
    1. The rank, tenure, and base salary of the faculty member shall not be impaired.
    2. The requesting and granting of any reduction in load or phased retirement shall be done in accordance with published procedures.
    3. Ordinarily all non-teaching activities such as advisement of students and committee assignments remain the privilege and responsibility of the faculty member on reduced load.
    4. Salary and benefits for the faculty member shall be provided in accordance with published policies.

Article VI. – GRIEVANCE, DISCIPLINARY, AND DISMISSAL PROCEDURES

Section 1. GRIEVANCE PROCEDURE

A. Any faculty member who feels that they have cause for grievance and who wants to formally resolve that grievance petition either the Conciliation Committee or the University Dispute Resolution Committee for redress. The faculty member may petition either of these committees to hear the grievance. Once either committee has agreed to hear the grievance, that committee's judgment may not be appealed to the other committee.
B. The Conciliation Committee
    1. The Conciliation Committee of the faculty shall consist of one senator elected by the Faculty Senate by ranked ballot and the chairs of four standing committees as follows: Core Curriculum, Educational Policies, Governance, and Rank and Tenure. The chair of the Rank and Tenure Committee shall act as initial convener of the committee. At its initial meeting, the committee shall elect a chair and a secretary.
    2. If any one or more of the four chairs of the standing committees is judged an interested party in a case by the remaining members of the Conciliation Committee, the committee represented shall replace that person during consideration of that case.
    3. If the senator elected by the Faculty Senate is judged an interested party in a case by the remaining members of the Conciliation Committee, the senate shall replace that person during consideration of that case.
    4. If, after reviewing the materials provided, the committee decides that the grievance has no basis, it shall so notify the petitioner. If the committee feels that further investigation is needed, they may seek additional materials from one or more of the parties. If at the end of further investigation, the committee decides that the grievance has no basis, it shall so notify the petitioner. If the committee determines there is a basis for investigation, they shall consider the pertinent facts and seek to bring about a settlement of the issue satisfactory to the parties. If within a period of thirty days (or a longer period acceptable to all parties) the committee reaches the opinion that a settlement is not obtainable, it shall arbitrate the points in dispute. The committee shall report its arbitration decision to the president and the petitioner. Within thirty days of receipt of that decision, the president and the petitioner shall notify each other and the committee of their acceptance or rejection of it. If either rejects the committee's decision, they may appeal to the Board of Regents within thirty days of that rejection.
    5. In cases in which problems of inadequate or unclear policy are found, the Conciliation Committee shall inform the Faculty Senate in writing not of names or other details of the case but of all issues of policy and procedure and shall give its recommendations on corrections.
C. Information about the University Dispute Resolution Committee and the university's Grievance Policy and Procedures can be found in the Personnel Manual.

Section 2. DISCIPLINARY AND DISMISSAL PROCEDURES

A. In any challenge of a faculty member's actions, rights, or standing, utmost care shall be taken

to protect the personal and professional reputations of all parties concerned. Adequate cause for disciplinary action or dismissal (see Bylaws, Article V, Section 1) will be related, directly and substantially, to the fitness of the faculty member in their professional capacity as a teacher or researcher. Disciplinary action or dismissal will not be used to restrain faculty members in their exercise of academic freedom or their rights as American citizens.

B. Disciplinary Action
   Any disciplinary action taken against a faculty member shall be subject to the safeguards of due process. If the action is deemed unwarranted or unjust by the faculty member, they may petition the Conciliation Committee for redress.
C. Suspension
   In certain highly unusual cases such as those which could result in harm to students, colleagues, or the individual faculty member, that faculty member may be summarily suspended by the president. The suspension shall be with full continuing pay and will be subject to review by the Executive Committee of the Board of Regents. The suspension order and the reason for such summary action shall be given the faculty member in writing and formal disciplinary, termination, or dismissal proceedings shall be begun within no less than thirty and no more than sixty days of that time.
D. Dismissal Procedures
   1. Prerequisites for Dismissal ActionDismissal of a non-tenured faculty member before the end of the specified term or of a faculty member with continuous tenure for adequate cause will be preceded by the following courses of action:
      a. Discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement.
      b. For causes relating to teaching and scholarly function, observation and evaluation of one's performance by colleagues, professional peers, and administrators, to be followed by counsel and assistance (including appropriate opportunities for leave) to effect improvement if it is determined that the faculty member is not performing at acceptable levels.
      c. Inquiry by the Conciliation Committee which may, failing to effect an accommodation, recommend whether dismissal proceedings should be undertaken.
   2. Formal Dismissal Action
      A written statement of specific grounds for dismissal action shall be prepared by the president or the president's delegate and presented to the faculty member. The faculty member will have the right to be heard by an elected faculty hearing committee to be called the Formal Dismissal Hearing Committee.
E. Formal Dismissal Hearing
   1. The Formal Dismissal Hearing Committee shall consist of five members of the permanent faculty who have had at least four years of service at Pacific Lutheran University. They shall be elected as follows: Each September, the Governance Committee shall nominate a panel of fifteen. From these nominees Faculty Senate shall elect a panel of ten and the results of this election shall be reported to the faculty. The five with the highest number of votes shall constitute the Formal Dismissal Hearing Committee. The remaining five shall serve as alternates in case of vacancies or if in the opinion of the committee any of its members should be disqualified in a particular case. Such alternates shall be chosen in order of highest votes received in the election. These ten are elected to a term of one calendar year beginning on October 15 and ending on October 14 of the following year. Cases still in process at the end of the stipulated calendar year will be completed by the committee assigned to that case.
   2. Members of the Conciliation Committee shall not serve on the Formal Dismissal Hearing Committee. In the hearing of any case, members will remove themselves from the case, either at the request of a party or on their own initiative, if they deem themselves

disqualified for bias or interest. Each party will have a maximum of two challenges without stated cause.

a. Service of notice of hearing with specific charges in writing will be made at least 20 days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, but denies the charges against them or asserts that the charges do not support a finding of adequate cause, the hearing tribunal will evaluate all available evidence and rest its recommendation upon the evidence in the record.
b. The Hearing Committee, in consultation with the president and the faculty member, will exercise its judgment as to whether the hearing should be public or private.
c. During the proceedings the faculty member will be permitted to have an academic advisor and counsel of their own choice.
d. At the request of either party or the Hearing Committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer.
e. A verbatim record of the hearing or hearings will be taken and a typewritten copy will be made available without cost to the faculty member at their request.
f. The hearing tribunal will grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
g. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the institution will, insofar as it is possible for it to do so, secure the cooperation of such witnesses and make available necessary documents and other evidence within its control.
h. The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witness cannot or will not appear, but the committee determined that the interests of justice require admission of the witness' statement, the committee will identify the witness, disclose their statement, and if possible provide for interrogatories.
i. In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this or other institutions of higher education.
j. The Hearing Committee will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
k. The findings of fact and the decision will be based solely on the hearing record.
l. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the governing board of the institution. The president and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing.
m. If the Hearing Committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the president. If the president rejects the report, reasons for doing so will be reported, in writing, to the Hearing Committee and to the faculty member, and the president will provide an opportunity for response before transmitting the case to the governing board. If the Hearing Committee concludes that adequate cause for a dismissal has been established, but that an academic penalty less than dismissal would be more

appropriate, it will so recommend, with supporting reasons. If the president transmits a recommendation for dismissal to the Board of Regents when the faculty Hearing Committee has not recommended dismissal, a copy of the record of the dismissal hearing, the committee's decision and findings of fact, and any final statements by the faculty member shall also be transmitted to the Board of Regents.

Article VIII. – AMENDMENTS

Section 1. AMENDING THE CONSTITUTION

A. A proposed amendment to the Constitution will be placed on the agenda of the Faculty Assembly at the request of the Board of Regents, the president of the university, any faculty committee, or at the written request of any fifteen members of the faculty.
B. Such amendments must first be brought to the Faculty Senate in two meetings at least one month apart.
    1. At the meeting of the senate in which the amendment is introduced, the amendment may be discussed, but no other action may be taken. Within one week of that meeting, the secretary shall communicate to all faculty the text of the proposed amendment.
    2. At the second meeting of the senate considering the amendment, it shall have priority over other unfinished business. The proposed amendment may be amended. A vote will be taken on the proposed amendment, which is advisory to the assembly. Within one week of this meeting, the secretary will communicate to all faculty the content of the proposed amendment and the results of the senate's advisory vote.
C. At the next Faculty Assembly meeting, which must take place at least 3 weeks after the second senate meeting, the proposed amendment shall be priority over unfinished business. Amendments to the proposed amendment must be submitted, in writing, at least one week before the assembly meeting.

SECTION II: ASPECTS OF FACULTY ORGANIZATION

Many elements of faculty membership and faculty organization are included in the Faculty Constitution and Bylaws (Section II of the Faculty Handbook). Only the additional elements that are not part of the constitution or bylaws and whose origin and status instead are faculty legislation or administrative policy are included in this section.

Part I. – DEFINITION OF FACULTY

Section 1. FACULTY MEMBERSHIP

All persons hired for a role that specifically requires teaching contact with students or professional library responsibilities will be classified as regular faculty or contingent faculty. Faculty membership also includes administrative faculty and emeriti faculty.

“Full-time” refers to an individual with a 1.00 FTE contract with the university in a given academic year.

“Part-time” refers to an individual with less than a 1.00 FTE contract with the university in a given academic year.

A. Regular Faculty
    1. Regular Faculty status applies to those persons whose major assignment is the teaching of courses as listed in the university catalog or the performance of professional librarian responsibilities. To qualify for this designation, a person must be contracted on a full-time or part-time tenure-eligible line. Regular faculty on sabbatical, other leaves of absence, or phased retirement will maintain their status as regular faculty.
    2. Regular faculty have the privilege of voice and vote in the Faculty Assembly and may vote on matters of personnel recommendations (e.g., the selection of chair and dean, and the hiring of new faculty).
    3. Regular faculty are subject to performance reviews in accordance with established schedules and procedures.
B. Contingent Faculty
    1. Contingent Faculty status applies to those persons who are appointed to non-tenure-eligible lines to teach specific courses for which they are academically qualified. They may be full-time or part-time.
    2. Contingent faculty may not vote on matters of personnel recommendations (e.g. the election of chair and dean, and the hiring of new faculty).
    3. Contingent faculty are subject to performance reviews in accordance with established schedules and procedures.
    4. Contingent faculty who are contracted on a full-time basis have the privilege of voice and vote in the Faculty Assembly. In addition to their teaching responsibilities, full-time contingent faculty are expected to participate actively in the life of the university and to participate in university and department service activities. Full-time contingent faculty are not eligible to serve on standing faculty committees, and may not serve in the Faculty Senate except as contingent faculty representative, but may serve on university or ad hoc committees as their interest or expertise warrants.
    5. Contingent faculty who have the right to vote in assembly may serve as the contingent faculty representative.
    6. Contingent faculty who have voting rights in Faculty Assembly may vote on the election of any senator that represents their college. All contingent faculty employed at the time of an election, regardless of the level of their contract, have the right to vote for the senate’s contingent faculty representative.
    7. Contingent faculty who are contracted on a part-time basis have the privilege of voice, but not the right to vote, in the Faculty Assembly. Contingent faculty who are contracted

on a part-time basis are expected to bear none of the responsibilities of regular faculty outside of their teaching duties (e.g., university service, professional activity or faculty governance).

C. Administrative Faculty
    1. The following persons have Administrative Faculty status by virtue of their administrative positions: (1) the president, (2) the provost and senior vice president for academic affairs, (3) the vice president for university relations, (4) the vice president and chief operating officer, (5) the vice president for student life, and (6) the deans of the colleges.
    2. By virtue of their positions, other administrators may be assigned Administrative Faculty status upon recommendation of the provost to the president, and upon approval by the Board of Regents.
    3. A regular faculty member who moves into a position designated as administrative faculty does not relinquish any rights secured by tenure and reserves the right to return to regular faculty status unless such rights are waived as a condition of the administrative appointment.
    4. Administrative faculty are ineligible to serve in elected positions on Faculty or University Standing Committees during their term of service as administrators. At the time when an elected member of a Faculty or University Standing Committee becomes an administrative faculty member, they automatically vacate that committee position.
    5. All administrative faculty have the privilege of voice and vote in the Faculty Assembly.

D. Emeriti Faculty
    1. Every tenured member of the faculty shall be designated professor emeritus at the time of retirement. The designation, rights and privileges of emeriti faculty are specified in the Bylaws, Article I, Section 2, Professors Emeriti.
    2. Professor emeriti shall have the same rights and privileges as other members of the faculty except the right to vote in the Faculty Assembly and the right to vote on matters of personnel recommendations (e.g. the election of chair and dean, and hiring of new faculty).

Section 2. FACULTY RANKS AND CLASSIFICATIONS

Assignment of faculty rank or classification depends on the faculty member’s qualifications and the nature of the assignment at the time of appointment.

A. Rank in Tenure-Eligible Regular Faculty Lines
    1. Three rank designations apply to faculty in tenure-eligible lines:
        a. Assistant Professor
        b. Associate Professor
        c. Professor
    2. The qualifications associated with each of the above ranks are specified in the Bylaws, Article V, Section 1, Subsection B.4.

B. Rank in Non-Tenure-Eligible Contingent Faculty Lines
    1. Four rank designations apply to faculty in non-tenure-eligible lines:
        a. Instructor
        b. Assistant Professor
        c. Associate Professor
        d. Professor
    2. The qualifications associated with each of the above ranks are specified in the Bylaws, Article V, Section 1, Subsection B.4-5.

C. Classification in non-tenure-eligible contingent faculty lines

1. Affiliate Instructors are faculty who were hired into a tenure-eligible position but have failed to complete the terminal degree by the date specified in the affiliate instructor's initial contract. A terminal contract for one academic year will be issued upon failure to complete the terminal degree by the date specified in the affiliate instructor's initial contract. Other than eligibility for tenure, full-time affiliate instructors shall have the same privileges and obligations of regular full-time faculty. Time spent at the rank of affiliate instructor shall not accrue eligibility for tenure.
2. Lecturers or Senior Lecturers are appointed to teach specific courses or sections in a given academic term. Their course load is normally less than half-time over a full academic year, and they are paid on a per-course basis. The distinction between these two classifications is one of teaching experience. Lecturers should not normally teach more than ten percent (10%) of a department or school's credit hours in a given year, except in unusual circumstances and where the affected department or school agrees. They may be reappointed as needed by the institution.
3. Visiting Faculty (Professor, Associate Professor, Assistant Professor, and Instructor) are appointed to meet the temporary needs of the university (for example, sabbatical leave replacements). Visiting Faculty are appointed and salaried for a specific length of time, usually from one semester to a maximum of two full-time equivalent (FTE) academic years. In this context, the distinction among these four classifications is one of academic qualifications as described in Article V, Section 1 of the Bylaws.
4. Clinical Faculty or Resident Faculty (Professors, Associate Professors, Assistant Professors, and Instructors) are appointed to meet the needs of the university. They are appointed and salaried for a specific length of time, and they may be reappointed for a length of service that exceeds two FTE academic years. The Clinical Faculty designation usually, though not necessarily, applies to particular academic units as conforming to professional practice. Whether Clinical or Resident, the distinction in this context among the four classifications of Clinical (Resident) Professor, Clinical (Resident) Associate Professor, Clinical (Resident) Assistant Professor, and Clinical (Resident) Instructor is one of academic qualifications as described in Article V, Section 1 of the Bylaws.
5. Faculty Fellows are practicing professionals appointed for a given academic term or year. Faculty fellows are appointed to provide service, which may include teaching, to academic programs.

Part II. – ASSOCIATES TO THE FACULTY ASSEMBLY

Section 1.

A. All persons in this category are hired in a primary role to support the academic mission of the university. Teaching contact is not required for persons in this category.
B. Associates to the Faculty Assembly hold university appointments which are not intrinsically related to a recognized academic field or discipline, but which entail substantial involvement with academic programs and faculty-related responsibilities. Whether such involvement is sufficiently constant and substantial in any given case to warrant this designation is to be decided by the provost and the president. Consequently, this designation does not attach to an individual for the term of their employment at PLU, but is assigned only so long as the person holds a qualified position.
C. The provost, in consultation with the chair of the faculty, shall be responsible for establishing the list of those positions which qualify for this status.
D. Associates to the Faculty Assembly have the privilege of voice, in the Faculty Assembly. Associates to the Faculty Assembly do no have the right to vote in Faculty Assembly or in electronic balloting.
E. Associates to the Faculty Assembly who teach are subject to review of their teaching through the usual process of teaching evaluations.

Part III. – VISITING SCHOLARS

Visiting Scholars are appointed subject to the policies described under Section IV Personnel Policies and Employment Benefits, Policy Guidelines for Visiting Scholar Appointments. They provide service to academic programs and are usually faculty on leave from other institutions of higher education. Unless also appointed to a position with faculty status, visiting scholars hold no other rank, receive no compensation, teach no courses, have neither voice nor vote in the Faculty Assembly, have no vote in electronic balloting, and may not vote on matters of personnel (e.g. the election of chair and dean, and the hiring of new faculty). Visiting Scholars appointed to a position carrying faculty status are subject to the rules of that position as described elsewhere in this section.

Part IV. – OTHER PERSONNEL

A person who provides a service to the academic program, but who is not in one of the previously mentioned classifications, has neither voice nor vote in the Faculty Assembly, has no vote in electronic balloting, and may not vote on matters of personnel (e.g. the election of chair and dean, and the hiring of new faculty).

Part V. – FACULTY ELECTIONS

Section 1. ELECTION POLICIES

A. Faculty elections are conducted electronically.
B. Ballots are normally to be completed within one week after distribution.
C. Elections are conducted jointly by the Governance Committee and the faculty secretary, who acts jointly with the chair of the Governance Committee to officially certify the election results.
D. After each election, a statement is issued to inform the faculty of the names of candidates who have been elected and of the positions still to be filled.
E. At its discretion, the Governance Committee may inform the faculty of the total ballot count and of the rate of return of ballots.

Section 2. SENATE ELECTIONS

A. Senate elections are normally conducted in March.
B. The governance committee manages nominations. Candidates for senate elections must nominate themselves or agree to be nominated.
C. The first request for nominations goes to the academic unit or group a senator represents. If no one from that unit or group is willing to be nominated, the position is opened to any regular faculty member.

Part VI. – VOTING ELIGIBILITY

Section 1.

A. Tenure-eligible faculty of all ranks, regardless of teaching load, are eligible to vote at Faculty Assembly and in electronic balloting. Emeriti faculty are not eligible to vote at Faculty Assembly.
B. Contingent faculty with a full-time (1.00 FTE) contract have the right to vote at Faculty Assembly and in electronic balloting during the academic year in which they hold that appointment.
C. Contingent faculty with less than a full-time contract do not have the right to vote at Faculty Assembly or in electronic balloting except for voting to elect the contingent faculty representative.
D. All contingent faculty (0.01-1.00 FTE) employed by PLU when an election is held have the right to vote for the senate's contingent faculty representative.
E. Administrative faculty and administrators who have been assigned Administrative Faculty status have the right to vote at Faculty Assembly and in electronic balloting. Administrative faculty who are members of a college have the right to vote in elections for their college senators.
F. Administrative staff and others who are not members of the faculty, but who have been invited to attend Faculty Assembly, do not have the right to vote at Faculty Assembly or in electronic balloting.
G. A department, division, school, or college may confer voting privileges within its own academic unit on some or all of its contingent faculty, except that contingent faculty shall not vote on matters of personnel.

Part VII. – FACULTY SENATE

Faculty Senate The Faculty Senate is described in the Bylaws, Article IV, Section 2. The membership, advisory membership, general purpose, and specific duties of the Faculty Senate are described below.

Section 1. MEMBERSHIP

The Faculty Senate shall consist of the chair, vice chair, a representative for contingent faculty elected by all contingent faculty who are contracted when the election is held and two representatives each elected by the members of the College of Health Professions, the College of Liberal Studies, the College of Natural Sciences, and the College of Professional Studies. All members have the right to voice and vote in the senate.

Section 2. ADVISORY MEMBERSHIP

Advisory members shall consist of the president, the provost, and the chairs of faculty standing committees. These advisory members shall have the same rights and privileges as any other member of the senate except the right to make motion and to vote.

Section 3. GENERAL PURPOSE

To manage faculty governance, address faculty concerns, and support faculty welfare. The Faculty Senate represents the interests of Pacific Lutheran University’s faculty to the administration With input from its constituents and oversight from the Faculty Assembly, the senate recommends, creates, and administers faculty legislation.

Section 4. SPECIFIC DUTIES OF THE SENATE

A. To conduct the regular business of faculty governance.
B. To express faculty sentiment on appropriate occasions.
C. To collaborate with, support, and consider recommendations from faculty standing committees.
D. To advise the administration of the university and express faculty concerns and interests regarding the allocation of funds in the budget.
E. To make recommendations to the administration regarding future directions and policies of the university.
F. To formally report to the faculty concerning all senate activities and all matters of faculty interest, including the activities of those designated organizations on which faculty representatives have been appointed by the senate.
G. To review and make recommendations to the faculty regarding all proposals for the establishment of ad hoc faculty committees and other ad hoc committees involving faculty

membership and which transcend division or school lines, including joint faculty-student or faculty-administration committees.

H. To review faculty and university policies regularly, including:
    1. Reviewing the effectiveness of faculty governance structures and proposing any necessary changes to the committee system, Faculty Senate, or Faculty Assembly. A careful review should be managed by the faculty chair every five years.
    2. Reviewing the university's policies regarding standards of student academic performances and the university's Academic Integrity Policy, and making or recommending necessary changes. A careful review should be managed by the senate's coordinator for academic performance and integrity policies every three years.
    3. Reviewing curricular policies related to global and community engaged education in consultation with the Wang Center for Global and Community Engaged Education, and making or recommending necessary changes. A careful review should be managed by the senate's coordinator for global education policies every three years.
I. To develop policy and make recommendations to the administration concerning all matters of university business that impact faculty welfare, including:
    1. Policy concerning the utilization of resources available to faculty.
    2. Policy concerning faculty scholarships and grants.
    3. Policy concerning faculty leaves.
    4. Policy concerning fringe benefits, retirement, and salaries.
J. To consult with the Office of the Provost in the planning and organization of the faculty fall conference.
K. To elect members of the senate to serve in the following roles for one year:
    1. Faculty Secretary
    2. Faculty representative to the Board of Regents
    3. Two members of the University Budget Advisory Committee
    4. One member of the University Benefits Committee
    5. One coordinator for academic performance and integrity policies
    6. One coordinator for global education policies
    7. One member that will serve on the Conciliation Committee if it is called
    8. Four members, one representing each College, that will serve on the Faculty Joint Committee if it is called.
L. To recommend, elect, or appoint faculty to serve in the following roles:
    1. Advisory member to the Retirement Fund Advisory Committee
    2. Member of the Title IX Committee for a three-year term
    3. Member of the University Diversity Committee for a three-year term, already specified in Section II, Part IX, Section 11A
    4. Member of the University Safety Committee for a one-year term
    5. Four faculty who will work closely with the Dean of Students Office to serve on Academic Dishonesty Hearing Panels for a one-year term
    6. Five members and five alternatives for the Formal Dismissal Hearing Committee for a term already specified in the Faculty Bylaws Article VI, Section 2E

Section 5. SPECIFIC DUTIES OF SENATORS

A. To attend and actively participate in senate meetings.
B. To represent the faculty in additional role as assigned by the senate.
C. To communicate regularly with the academic unit or group that elected them, and to schedule and conduct at least two meetings open to all members of that unit or group each semester.
D. The chair and vice chair of the faculty should work to represent the interests of all faculty.

E. Senators elected to positions within the senate, including secretary and representative to the board, should work to represent the interests of all faculty when serving in that capacity.
F. The term of office of the chair and vice chair of the faculty and the faculty secretary begin on July 1 and end on June 30.
G. The term o f service for other members of the senate begin with the first senate meeting of the academic year, continuing until the first such meeting following the election of their successor or until the position is vacated. The term of service for senators elected to serve vacated positions shall being on the date the position is vacated.

Section 6. SENATE MEETINGS

A. Rules for Senate meetings are established in the Faculty Bylaws, Article IV, Section 2.
B. Senate meetings may be held in person, in hybrid format, or electronically, at the discretion of the chair of the faculty. The format should be clearly stipulated in the meeting's agenda, and any necessary changes in format should be announced to all faculty as soon as possible
C. Any 10 voting members of the faculty may propose to overrule any senate decision, using the process outlined in the Bylaws, Article IV, Section 2, Subsection H.

Section 7. REPRESENTATIVE SENATORS

A. College Representatives
    1. Senators representing colleges are elected by all members of that college who have the right to vote in Faculty Assembly
    2. No two members of any department or school shall serve simultaneously as senators representing the same college.
    3. These senators' primary task in the senate is to represent the interests of and communicate regularly with the faculty of their college.
    4. Candidates for these senate positions must agree to be nominated or nominate themselves.
    5. These positions may be filled by any regular faculty member. Candidates will normally come from the college they represent, but if no member of that college agrees to nomination, faculty from other units may be nominated.
B. Contingent Faculty Representatives
    1. The contingent faculty representative is a senator elected by all contingent faculty who are employed at the time of their election.
    2. The task of this senator is to represent the interests of and communicate regularly with all contingent faculty.
    3. This position may be filled by any faculty member with voting rights in assembly.
    4. Candidates for this senate position must agree to be nominated or nominate themselves.
    5. Candidates will normally be contingent faculty, but if no contingent faculty member agrees to nomination, regular faculty may be nominated.
    6. The senator in this position will normally not be asked to take on additional responsibilities within the senate, nor asked to serve on other university standing committees.
    7. The contingent faculty representative must be employed by the university. If this person's employment with the university ends, they will be considered to have resigned their position on the senate.
    8. The contingent faculty representative shall receive extra pay for each year of service, usually equivalent to the standard per-course rate for 4 credits taught at the university.

Section 8. DESIGNATIVE REPRESENTATIVES AND PROXY VOTING

A. The chair of the faculty shall work to schedule meetings when all senators can attend, and senators are expected to attend all meetings. However, should exigent circumstances arise and a senator be unable to attend all or part of a meeting, that senator may formally designate a representative to take their place.
B. The designated representative must be a member of the unit or group the senator represents and must be will to serve.
C. The designated representative's name must be sent to the chair and vice chair of the faculty and to the unit or group the senator represents at least 24 hours in advance of the meeting.
D. The designated representative will have voice and vote in the meeting for which they serve in this role.
E. The name of the designated representative and the senator they are replacing shall be recorded in the minutes of the meeting.

Section 9. RESIGNATION OR RECALL OF FACULTY SENATORS

A. Senators are expected to serve the full term to which they are elected, and can only end their term if they resign for an approved cause or are recalled by the unit or group that elected them.
B. Senators will be considered to have resigned their senate position in the event of an appointment to a position with administrative faculty status, election to vice chair, leave or sabbatical, or separation from the university. Senators wishing to resign for other reasons should follow the process to petition for resignation laid out in the Faculty Constitution Article III, Section 1.C.
C. The unit or group that elects a senator has the sole right to remove that senator by recall election.
    1. A recall election is initiated by a petition, signed by at least 1/3 of the voting faculty members in the senator's academic unit or represented group, submitted to the Governance Committee.
    2. Upon receiving the petition, the Governance Committee will notify all faculty in the relevant unit or represented group and the entire senate. The Governance Committee will administer a vote within one month of receiving a petition. If a majority of the members of the relevant unit or group vote for recall, the senator's term will end immediately.
D. If a senate position becomes vacant at any point, the Governance Committee will schedule an election to replace that senator as soon as possible.

Part VIII. – FACULTY STANDING COMMITTEES

Faculty Standing Committees (defined in Bylaws, Article IV, Section 4, subsection A, 1) are as follows: Core Curriculum; Educational Policies; Governance; Rank and Tenure. The membership, advisory membership, general purpose, and specific duties of each committee are described below.

Section 1. CORE CURRICULUM COMMITTEE

A. Membership:
Three faculty members elected from the faculty for three-year overlapping terms with the provision that the committee be comprised of one member chosen from the College of Liberal Studies; one member chosen from the College of Natural Sciences; and one member chosen from either the College of Health Professions or the College of Professional Studies.

B. Advisory Membership:
Director of first year experience program; director of international honors program; director of core curriculum; dean of inclusive excellence; registrar; a representative from the Center for Student Success; a representative for academic assessment; a student selected by the Associated Students of PLU. Consistent with the Bylaws, Article IV, Section 4.B.7-8, advisory members shall have the same rights and privileges as any other member of the committee except the right to make motions and to vote.

C. General Purpose:
To support, develop, and oversee the Core Curriculum (which includes FYEP and IHON), with significant administrative oversight by the director of core curriculum, including communication with the faculty regarding programmatic matters.

D. Structure:
The chair of the Core Curriculum Committee works closely with the director of core curriculum and others who directly interact with curricular and assessment decision.

E. Specific Duties:
    1. To work in collaboration with the director of core curriculum for the purpose of ensuring programmatic quality and consistency. This occurs through:
        a. Initial approval of Core Curriculum designation(s) for courses.
        b. Consistent review cycle of approved courses.
        c. Development and implementation of assessment standards and protocols.
    2. To develop and oversee appropriate policies and protocols that facilitate the creation of specific learning outcomes, the development of courses, the assessment of student learning in these courses, and quality assurance for the Core Curriculum.
    3. To work in collaboration with appropriate administrators to enact these approved policies and procedures.
    4. To develop and oversee policies for regular programmatic curriculum review, revision, and oversight of the Core Curriculum.
    5. To work in collaboration with appropriate administrators to conduct the review for and report the results of this review and recommendations to appropriate bodies (e.g., the faculty, the Educational Policies Committee, the provost, etc.)
    6. To facilitate general program management and delivery including:
        a. Review and approve new course proposals subject to the regular policies and

procedures established by the university faculty.
    b. Review existing courses as part of on-going program review and recommend removal of designations as necessary.
    c. Develop policies for waivers and exceptions to program requirements.
7. To advocate, promote, and represent the Core Curriculum.
8. To coordinate the Core Curriculum with other academic units subject to the regular policies and procedures established by the university faculty.
9. The chair of the Core Curriculum Committee shall serve on the Conciliation Committee in accordance with the Bylaws, Article VI, Section 1.B.
10. To make a written report to the faculty at least once a year. The chair of the committee shall file a record of the committee's activities in duplicate reports—one with the faculty secretary and one with the president of the university at the close of the school year.

Section 2. EDUCATIONAL POLICIES COMMITTEE

A. Membership:
Four members elected from the faculty for three-year overlapping terms with the provision that the committee be composed of one member from each of the four colleges.
B. Advisory Membership:
Provost; registrar; vice provost for student success and academics; one student selected by the Associated Students of PLU. Consistent with the Bylaws, Article IV, Section 4.B.7-8, advisory members shall have the same rights and privileges as any other member of the committee except the right to make motions and to vote.
C. General Purpose:
To study problems and to make recommendations relative to all areas of academic policy, including the regular semester, January term, summer school, graduate division, and continuing education programs.
D. Specific Duties:
    1. To consider policies of academic and instructional nature:
        a. Requirements for all undergraduate and graduate degrees and certificates.
        b. Course additions and deletions proposed by departments and schools, according to procedures established by the Educational Policies Committee and the faculty.
        c. Credit value of courses, seminars, workshops, and so forth.
    2. To study and make recommendations to the faculty and the departments concerned regarding new areas in instruction to be entered, old areas to be abandoned, and new trends in higher education.
    3. To consider and recommend to the faculty candidates for honorary degrees.
    4. To review and recommend to the faculty all proposals for courses intended to satisfy core curriculum elements, after initial approval by the Core Curriculum Committee.
    5. To serve in an advisory capacity to the administration of the university in order to express faculty concerns and interests regarding academic effects of the budget.
    6. To inform the faculty of EPC policy determinations through the "For Information Only" section of the 14-Day Clock memo disseminated to the faculty via email throughout the academic year.
    7. The chair of the Educational Policies Committee shall serve on the Conciliation Committee in accordance with the Bylaws, Article VI, Section 1.B.
    8. The chair of the Educational Policies Committee shall receive a teaching load reduction of one (1) course or the equivalent per academic year.
    9. To make a written report to the faculty at least once a year. The chair of the committee shall file a record of the committee's activities in duplicate reports—one with the faculty

secretary and one with the president of the university at the close of the school year.

Section 3. GOVERNANCE COMMITTEE

A. Membership:
   Three members elected from the faculty at large for three-year overlapping terms.
B. General Purpose:
   To interpret the Faculty Constitution and Bylaws and faculty legislation as the occasion arises. To facilitate the successful operation of the entire committee system, and to study matters pertaining to the system of faculty governance.
C. Specific Duties:
   1. To study problems and recommend policy regarding faculty governance and changes in the Faculty Constitution and Bylaws.
   2. To oversee revisions to the Faculty Handbook.
   3. To monitor membership, organization, and functions of the Faculty Senate and faculty standing committees.
   4. To prepare a slate for senate positions based on nominations from the units and groups they represent. If no nominations from any eligible faculty member to fill the position.
   5. To prepare a slate of candidates for all committee positions and other positions filled by election at large from the faculty.
   6. To present these candidates to the faculty and accept faculty nominations.
   7. To present nominees when called upon to do so during the school year by act of the faculty.
   8. To present nominees when vacancies occur in any elected office.
   9. To nominate two candidates for each committee position to be filled by election. The list of nominees will be presented to faculty, who may nominate additional candidates before an election will be conducted. Nominations should attempt to preserve an equitable distribution of service among eligible faculty consistent with committee membership criteria.
   10. To conduct all faculty elections by secret ballot. The chair of the Governance Committee serves jointly with the faculty secretary to certify the faculty elections.
   11. Annual elections for senate positions should normally be held in March. Elections for vice chair and standing committees should normally be held in April.
   12. To report as elected anyone receiving a majority of votes cast for that position. A majority vote is required for election; a run-off secret ballot shall be provided containing the names of the two candidates receiving the largest number of votes for each of the positions to be filled.
   13. To review all cases brought before it when a constitutional interpretation is necessary to resolve a bona fide dispute.
   14. To hold and exercise full power to decide what cases it will hear and make judgments on.
   15. To provide injunctive relief, if deemed necessary by the committee, to litigants pending decision of a case.
   16. To resolve by interpretation of the Faculty Constitution all issues approved for hearing by the committee.
   17. To communicate each decision in writing to the president of the university, the faculty secretary, and the party or parties responsible for referral of the case.
   18. The chair of the Governance Committee shall serve on the Conciliation Committee in accordance with the Bylaws, Article VI, Section 1.B.
   19. To make a written report to the faculty at least once a year. The chair of the committee shall file a record of the committee's activities in duplicate reports—one with the faculty

secretary and one with the president of the university at the close of the school year.

D. Procedures:
    1. To bring a case before the committee the disputants must submit a written statement. It must include the names of the parties involved in the dispute, the issue in dispute, the reasons for the dispute and the relief sought, and why the relief should be granted. Citation of documents relevant to the dispute (for example, the Faculty Constitution and Bylaws and faculty legislation) must be provided by each of the parties.
    2. If the Governance Committee determines by vote that a member or members have a conflict of interest, then the Governance Committee will select a temporary member or members to replace the member(s) with a conflict for that particular case. The Governance Committee shall select the member(s) from former Governance Committee members who are qualified members of the faculty who do not have a conflict. This appointment shall be for the specific case for which the regular member has a conflict.

Section 4. RANK AND TENURE COMMITTEE

A. Membership:
Five tenured members, consisting of one member from each of the four Colleges and one member from the Library or faculty at large, elected for three-year overlapping terms.

B. Advisory Membership:
Provost; one student selected by the Associated Students of PLU. Consistent with the Bylaws, Article IV, Section 4.B.7-8, advisory members shall have the same rights and privileges as any other member of the committee except the right to make motions and to vote.

C. General Purpose:
To consider and recommend policies relative to recruitment, rank, promotion, and tenure of the faculty and to act in an advisory capacity to the administration relative to application of these policies to individual members of the faculty.

D. Specific Duties:
    1. To review all cases for non-retention, promotion, and tenure of individual members of the faculty, and to make specific recommendations to the president.
    2. To review all recommendations for sabbatical leaves and to make specific recommendations to the president prior to approval by the Board of Regents.
    3. To recommend to the faculty ideas or techniques that make it possible to obtain objective information or data whereby the effectiveness of teaching may more adequately be determined, thereby enabling the committee to fulfill its advisory function as fully as possible.
    4. To recommend to the faculty matters related to tenure or promotion that the faculty may decide to recommend to the president for presentation to the Board of Regents.
    5. To conduct inquiries into misconduct in science at the request of the provost.
    6. To make recommendations to the faculty regarding the designation of professor emeritus status for retiring non-tenured faculty.
    7. The chair of the Rank and Tenure Committee shall serve on and convene the initial meeting of the Conciliation Committee in accordance with the Bylaws, Article VI, Section 1.B.
    8. The chair of the Rank and Tenure Committee shall receive a teaching load reduction of one (1) course or the equivalent per academic year.
    9. To make a written report to faculty at least once a year. The chair of the

committee shall file a record of the committee's activities in duplicate reports—one with the faculty secretary and one with the president of the university at the close of the school year.

Part IX. – UNIVERSITY STANDING COMMITTEES

The Bylaws, Article IV, Section 4.A.2 provides for the creation of university committees involving faculty. University Standing Committees are as follows: Capital Expenditures Committee; Human Participants Review Board; Institutional Animal Care and Use; Parking Committee; Retirement Plan Advisory Committee; Student Life Awards Committee**;** Title IX Committee; University Benefits Committee; University Budget Advisory Committee; University Committee on Honorary Degrees; University Diversity Committee; University Safety Committee; University Sustainability Committee.

Section 1. CAPITAL EXPENDITURES COMMITTEE

A. Membership:
   Vice president and Chief Operating Officer (chair); one person from Provost's Academic Council (selected by the Provost's Academic Council); the vice chair of the faculty; director of athletics and recreation; associate vice president of campus life; associate vice president of facilities management; associate vice president hospitality and retail services; one representative from University Relations appointed by the vice president for university relations, and chief information officer.
B. Advisory Membership:
   Director of user services, director of enterprise systems. Consistent with the Bylaws, Article IV, Section 4.B.7-8, advisory members shall have the same rights and privileges as any other member of the committee except the right to make motions and to vote.
C. General Purpose:
   To advise the university administration on matters related to priorities for campus capital improvements for buildings, grounds, and equipment purchases. Review and advise the university administration on space allocations. To recommend an allocation plan for capital expenditures for the coming fiscal year to the President's Council.
D. Specific Duties:
   1. Review and, as appropriate, investigate annual requests for capital improvements to academic, administrative, and athletic buildings and grounds. Recommend project priorities and funding allocations to the administration.
   2. Tour campus facilities and identify possible campus improvements.
   3. As needed, solicit and review preliminary feasibility reports, including cost estimates, from the construction services manager or the associate vice president of facilities management, as appropriate.
   4. Develop multi-year strategies for improving campus facilities.
   5. Receive equipment requests from each administrative division.
   6. Review and analyze equipment requests; seek clarification and gather additional information as warranted. Coordinate proposed allocations with other funding sources and agencies.
   7. Identify, assess and review space allocations. Develop and prioritize long range planning for spaces across campus. Identify new space needs. Custodian of third spaces.
   8. Recommend prioritization and allocation of capital expenditures to the President's Council.

Section 2. HUMAN PARTICIPANTS REVIEW BOARD (HPRB)

A. Board Members & Appointments:
    1. The HPRB consists of five members appointed by the university president for three-year overlapping terms. PLU complies with the following additional federal regulations for institutional review boards:
        a. At least three board members shall be faculty.
        b. One member shall not otherwise be affiliated with the university and shall not be part of the immediate family of someone who is affiliated with the university.
        c. Members shall include at least one person whose primary concerns are in scientific areas and at least one person whose primary concerns are in nonscientific areas.
        d. The board shall be sufficiently qualified through the experience, expertise, and diversity of its members, (including consideration of race, gender, and cultural backgrounds and sensitivity to such issues as community attitudes), to promote respect for its advice and counsel in safeguarding the rights and welfare of human subjects. In addition to possessing the professional competence necessary to review specific research activities, the board shall be able to ascertain the acceptability of proposed research in terms of institutional commitments and regulations, applicable law, and standards of professional conduct and practice. The board shall therefore include persons knowledgeable in these areas.
        e. In appointing members of the board, the president may consult with the provost, deans, and other faculty information sources to identify appropriately qualified members to serve on the board.
B. HPRB Unit Designates:
    1. HPRB unit designates shall be chosen within the administrative units of the university in which research is conducted with human participants. The responsibilities of the unit designates are to:
        a. receive all new HPRB applications (research proposals) from investigators in their respective units;
        b. do initial review of HPRB applications (research proposals) for completeness, clarity, and their eligibility for exempt (versus non-exempt) status;
        c. give conditional approval of “exempt status” for HPRB applications that ONLY include research activities specified as “exempt research” by the HPRB (see HPRB Policy & Procedure Manual, Chapter 3);
        d. forward proposals to the chairperson of the HPRB with a recommendation for exempt or non-exempt review status;
        e. serve as a liaison between the HPRB, faculty, and administrators in their respective units to facilitate timely communications.
C. General Purpose:
    1. Pacific Lutheran University, through the operation of its Human Participants Review Board (HPRB) protects all human participants in research conducted in connection with the university from unnecessary and morally objectionable exposure to risk. The term “risk” in the research context refers to potential physical harm as well as possible psychological, social, legal, economic, and/or moral adverse effects. The HPRB is registered with the Department of Health and Human Services [DHHS] Office of Research Protections [OHRP], and its policies and procedures conform to federal and state regulations for the protection of human subjects in research.* In carrying out its mandate, the HPRB provides ongoing education to the PLU community on protection of human participants in research, and it oversees research to ensure safety and

compliance.
2. *See DHHS Code of Federal Regulations (Title 45 CFR 46) on HPRB website (https://www.plu.edu/hprb/).

D. Specific Duties:
1. Review and approve, require modifications in, or withhold approval of all proposals for research at PLU that are conducted with human participants for their risk potential, including potential physical harm as well as psychological, social, legal, economic, and/or moral adverse effects.
2. Monitor ongoing research with human participants at PLU and carry out authorized procedures to ensure that corrective actions are taken if unacceptable human participant risks are identified. The HPRB has authority to suspend research if unacceptable risks are not (or cannot) be corrected.
3. Serve as a counselor to investigators on strategies to minimize risk to research participants and protect participants' rights.
4. Support the university's education of investigators regarding protection of human research participants.
5. Make recommendations to the provost on the university's compliance procedures with federal regulations regarding research involving human participants.
6. Report non-compliance with federal regulations to the DHHS Office of Human Research Protections [OHRP].
7. Respect the academic freedom of investigators in choices of subject matter and methodology, so long as these choices are consistent with human subjects protection guidelines.
8. Maintain adequate documentation of HPRB activities.
9. For detailed information on HPRB policies and procedures and related federal regulations, see the HBRB Policy and Procedure Manual on the HPRB website (https://www.plu.edu/hprb/). Hard copies of the HPRB Policy and Procedure Manual (with full Appendices) and related support materials are available for review in the Office of the Provost.

Section 3. INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE (IACUC)

A. Membership:
1. There must be at least five committee members, including:
    a. One Doctor of Veterinary Medicine, with training or experience in laboratory animal science and medicine, who has direct or delegated program authority and responsibility for activities involving animals at the institution;
    b. At least one practicing scientist experienced in research involving animals;
    c. One member whose primary concerns are in a nonscientific area (for example, an ethicist, lawyer, member of the clergy); and
    d. One individual who is not affiliated with Pacific Lutheran University in any way other than as a member of the IACUC, and is not a member of the immediate family of a person who is affiliated with the institution.
2. An individual who meets the requirements of more than one of the categories listed above may fulfill more than one requirement. Not all shall be women, nor all men. Each member shall be knowledgeable either in the research methodology involving laboratory animals or in ethical and legal questions about the permissibility of such research. The members will be appointed by the president for three-year overlapping terms and should be chosen so that the committee collectively possesses knowledge of a breadth of applicable research techniques and surrounding ethical and legal questions.

Consideration should be given to the diversity of the group, including members' racial, ethnic, cultural, and professional backgrounds and sensitivity to community attitudes. The provost, deans, and other faculty may be consulted in order to identify appropriate qualified members to serve on the committee.

B. General Purpose:
To ensure the appropriate care and use of all nonhuman animals used for teaching, research, research training, or biological testing activities. "Animal" is defined as any live, vertebrate animal used or intended for use in research, research training, experimentation, or biological testing or for related purposes.

C. Specific Duties:
1. Review at least once every six (6) months the institution's program for the humane care and use of animals.
2. Inspect at least once every six (6) months all institutional animal facilities.
3. Review concerns involving the care and use of animals.
4. Prepare a report on the evaluation of the Animal Care Program and the inspection of the facilities that is to be filed with the provost. The provost serves as the institutional official charged with providing oversight for animal-related activities.
5. Make recommendations to the provost concerning deficiencies, with a proposed timetable for corrections.
6. Review all Public Health Service grant proposals from PLU related to the use of animals. Submission of a proposal requires a written report of the review that confirms that the project will be conducted in accordance with PHS Policy, the Guide for the Care and Use of Laboratory Animals and the Animal Welfare Act. At least one member of the Committee must review each proposal, but all members must have prior opportunity to request full Committee review. The IACUC has authority to approve proposals, require modifications before approval, or withhold approval of proposals submitted to it for review.
7. Review and approve, require modifications in, or withhold approval of proposed significant changes regarding the use of animals in ongoing activities.
8. Be authorized to suspend an activity involving animals if the activity is not in line with federal regulations.
9. The committee is responsible for maintaining an approved "Assurance" ("Assurance of Compliance with Public Health Service Policy on Humane Care and Use of Laboratory Animals by Awardee Institutions") with the Public Health Service when required based on funding criteria. The Assurance is submitted to the Office for Protection from Research Risks (OPRR), National Institutes of Health. The Assurance describes committee structure and the qualification of committee members, animal facilities, institutional procedures for the care and use of animal subjects, and other responsibilities of the committee.
10. At least once every twelve (12) months, the committee will prepare an annual report for the provost. This report must:
    a. Describe any changes in Pacific Lutheran University's program for animal care and use, changes in committee membership (as approved by the president), changes in animal facilities, and any other significant changes since the last annual report. If there are no changes to the report, the letter must state that there are no changes.
    b. Specify the dates that the committee conducted its semiannual evaluations of the program and facilities, and the dates that the committee submitted the evaluations to the provost.
    c. All records pertaining to Pacific Lutheran University's program for animal care and use will be located in the Office of the Provost and in the office of the Institutional Animal Care and Use Committee chair.

11. Provide guidance to investigators regarding compliance with Public Health Service policy in cases where federal funding is involved.

Section 4. PARKING COMMITTEE

A. Membership:
Vice president for student life (chair); two staff members from Administrative Staff Council; two students (vice president of ASPLU and vice president of RHA); director of campus safety; an administrator appointed by the vice president for student life; director of facilities management; and university transportation coordinator.
B. General Purpose:
To advise the university administration on matters related to: parking policies, practices, and enforcement; parking lot utilization; safety on campus related to parking lots and adjacent lighting; and transit policies and practices.
C. Specific Duties:
    1. To review data and make recommendations to Campus Safety related to parking at PLU: e.g. lot utilization and campus perimeter parking; decal registration; parking lot signage; vehicle safety; and parking tickets and appeals.
    2. To advise the university on capital improvements to parking lots, plans for future parking lots, and future transportation programs.
    3. To monitor the effectiveness and recommend improvements to the parking lot safety systems, including the camera surveillance system and the emergency blue phones.
    4. To recommend the allocation of the Parking Lot Fund (funded by student decals).
    5. To monitor the effectiveness of PLU transit and trip reduction programs and make recommendations to the university transportation coordinator.
    6. To consult with the Faculty Senate on matters that may impact faculty.

Section 5. RETIREMENT PLAn ADVISORY COMMITTEE

A. Membership:
    1. The Retirement Plan Advisory Committee will consist of the following members. Membership in the Retirement Plan Advisory Committee may be changed at any time at the discretion of the president.
        a. Senior vice president and chief administrative officer;
        b. Associate vice president for finance and controller; and
        c. Director of Human Resources.
B. Advisory Membership:
    1. The following advisory members will attend meetings of the Retirement Plan Advisory Committee. Members will be appointed for three-year overlapping terms. Appointments may be renewed. These advisory members are not considered fiduciaries of the Retirement Plan.
        a. One member of the faculty appointed by the president;
        b. One member of the faculty recommended by the Faculty Senate and appointed by the president; and
        c. One member of the staff or administration recommended by Administrative Staff Council and appointed by the president.

Consistent with the Bylaws, Article IV, Section 4.B.7-8, advisory members shall have the same rights and privileges as any other member of the committee except the right to make motions

and to vote.

A. General Purpose:
To serve as plan fiduciaries on behalf of the university and to manage plan operations and investments.
B. Specific Duties:
    1. Select independent retirement investment advisors including periodic review and assessment of relationships and fees.
    2. Establish and maintain plan retirement investment policy(ies).
    3. Monitor retirement investment performance, suitability of retirement investment options and fees, and make adjustments as needed.
    4. Report to the Board of Regents and others as may be appropriate any material changes to retirement investment policy(ies) or performance concerns for financial planning purposes.
    5. Oversee administration of the Retirement Plan (403b), which shall include but not be limited to the following:
        a. Select and provide access to investment asset classes deemed appropriate for use by participants.
        b. Research, select, offer or withdraw specific funds, as appropriate, for identified asset classes.
        c. Assure participants receive adequate fund information, retirement investment education and performance reports.
        d. Manage and control retirement investment related costs of the Plan.
        e. Review annual compliance testing.
        f. Ensure compliance with applicable laws, regulations, opinions, and the terms of the Plan documents.
        g. Review annual independent financial audit.

Section 6. STUDENT LIFE AWARDS COMMITTEE

A. Membership:
Associate director of Student Involvement and Leadership (chair); one ASPLU-appointed student representative; a member of the Campus Ministry staff; and a staff representative who is selected by Student Involvement and Leadership.
B. General Purpose:
To review the submitted materials of all qualified students and, by consensus, recommend to the vice president for student life students to receive the Ubuntu Award and students to receive admission to the Pinnacle Society.

Section 7. TITLE IX COMMITTEE

A. Membership:
Title IX Coordinator appointed by the president; vice president of student life; dean of students; director of Campus Safety; one representative from the Center for Gender Equity; one faculty member, appointed by the Faculty Senate; one or two faculty appointed by the president; and one or two student representatives from ASPLU.
B. General Purpose:
To provide support and expertise to the university community with the goals of improving gender equity and Title IX compliance.

C. Specific Duties:
    1. To facilitate university-wide Title IX related training and outreach.
    2. To provide assistance and support to university programs responsible for responding to and investigating complaints.
    3. To facilitate, measure, and report compliance with Title IX mandates.

Section 8. UNIVERSITY BENEFITS COMMITTEE

A. Membership:
Director of Human Resources (chair); one or two representatives from the Administrative Staff Council; one representative from the Faculty Senate; one or two faculty or staff representatives, appointed by the director of Human Resources.
B. Advisory Membership:
HR Benefits Specialist; members from the University's Healthcare Broker Company. Consistent with the Bylaws, Article IV, Section 4.B.7-8, advisory members shall have the same rights and privileges as any other member of the committee except the right to make motions and to vote.
C. General Purpose:
To identify and analyze key issues and to make recommendations regarding future directions and priorities of the university on matters related to faculty and staff benefits.
D. Specific Duties:
    1. Provide input about the primary benefits for university employees.
    2. To monitor the effectiveness and solicit feedback regarding employee satisfaction levels with the university's benefits offerings (i.e. level of benefits, vendor services, costs, etc.) through employee surveys and review of monthly claims experience reports. Compare benefits packages with peer institutions.
    3. On an annual basis, provide observations regarding the university's faculty and staff benefits program, including elements such as cost, appeal, and competitiveness.
    4. To continually educate faculty and staff about the university's benefits package as a component of total compensation and its competitiveness.
    5. To make recommendations to the President's Council regarding proposed benefits changes to help ensure the university's programs remain affordable for faculty, staff, and their families, as well as the university.

Section 9. UNIVERSITY BUDGET ADVISORY COMMITTEE

A. Membership:
President; associate vice president for finance and administration (chair); vice president for student life or representative; chief operating officer; two members from the Faculty Senate; one dean of a college appointed by PAC; one representative from University Relations; one representative from Athletics; two students selected by the Associated Students of PLU; the director of academic budgeting and planning; one member of the administrative staff selected by the Administrative Staff Council; and invited advisory members as requested.
B. General Purpose:
To assist the president in the development of the university's annual budget.
C. Specific Duties:
    1. To elicit such information from such sources as are appropriate to executing the committee's general purpose.
    2. To meet with such bodies and such individuals as are appropriate to executing the

committee's general purpose.

3. To make such recommendations to the president and to such other persons or bodies as are appropriate to executing the committee's purpose.
4. To regularly consult with and report to the bodies represented in the committee's membership.

Section 10. UNIVERSITY COMMITTEE ON HONORARY DEGREES

A. Membership:
Chair of the faculty (chair); vice chair of the faculty; faculty representative to the Board of Regents; one representative from the Educational Policies Committee; two administrative staff appointed by the president; and one regent appointed by the chair of the Board of Regents.

B. Advisory Membership:
Provost (or designate) and president (or designate). Consistent with the Bylaws, Article IV, Section 4.B.7-8, advisory members shall have the same rights and privileges as any other member of the committee except the right to make motions and to vote.

C. General Purpose:
To solicit and review nominations for honorary degrees; to prepare case statements for meritorious nominations; and to refer such nominations to the Educational Policies Committee and the Board of Regents Academic Affairs Committee.
The awarding of an honorary doctorate is an event of special significance to the university. By awarding such a degree, the university strives to accomplish two objectives. The first is to recognize worthy individuals whose lives and work advance the mission of the university. The second is to promote the reputation of the university as an institution which recognizes and encourages such excellence.

D. Policies:
    1. By awarding honorary degrees, the university strives to recognize significant and sustained accomplishment, achievement, and dedication to scholarly excellence, to higher education, to religious service, to professional fields, to the creative arts, or to public service.
    2. Criteria for honorary degrees are, for the most part, qualitative rather than quantitative. Nominees must not merely have accomplished a job competently but must have excelled through unusual success in or contribution to their field, through innovation or research which has caused their profession to advance, through extraordinary achievement which has enabled people to live more humanely, or through exemplary efforts to advance the mission of the university. The ethical manner in which these attainments have been reached is an important factor as well.
    3. Honorary degrees may be awarded in recognition either of currently outstanding achievements or of significant accomplishments over a lengthy career of service.

E. Specific Duties:
Procedures
To implement collaborative and collegial procedures for awarding honorary degrees, the faculty and the Board of Regents have agreed upon the following:
    1. Any member of the PLU community can make a nomination at any time. The nomination for an honorary degree is submitted to the president. The nomination should include, at minimum, a letter of support from the nominator including a biography of the candidate and a detailed description of their accomplishments relative to criteria noted above.
    2. The president will notify the University Committee on Honorary Degrees of any nominations that are received. The committee will:
        a. Request additional information to fully examine the merit of the case and may

consult members of the community who have expertise in the appropriate area;
   b. Consider the merit of the nomination;
   c. Write a case statement in conformity with the policies articulated above; and
   d. Notify the nominator that the nomination is being moved forward in the process, or, reasons as to why the committee will not recommend it for further consideration.
3. Recommended nominations will then be referred to both the Educational Policies Committee and the Board of Regents Academic Affairs Committee. A faculty representative to the Board of Regents (chair of the faculty, vice chair, secretary or representative) will make the presentation to both committees. The determination of the specific degree will be made by the Educational Policies Committee.
4. The Educational Policies Committee, after consultation with the Academic Affairs Committee of the Board of Regents, will recommend the nomination to the Faculty Senate.
5. The Faculty Senate will make its recommendation to the president.
6. Upon approval of the president, the nomination will be presented to the Board of Regents at the next meeting.
7. Upon approval of the board, the degree candidate will be notified and the award will be presented at an appropriate time.
8. To undergird the spirit of collaboration exhibited in steps 2 and 3 of these procedures, the faculty and the Board of Regents will maintain open communication and mutual reporting through their respective officers in the event that a degree candidacy is challenged. If the faculty rejects a nominee at step 5, the chair and the vice chair of the faculty will report to and confer with the Board of Regents through its appropriate representatives, regarding the reasons for such action. If the board rejects a nominee at step 6 or 7, the officers of the board (or their designates) will report to and confer with the chair and the vice chair of the faculty regarding the reasons for such action. The chair and the vice chair will then confer with the Educational Policies Committee and those who initiated the nomination to determine if any further action is warranted.

Section 11. UNIVERSITY DIVERSITY COMMITTEE

A. Membership:
   Associate vice president for human resources; assistant vice president for diversity, justice, and sustainability (co-chair); dean of inclusive excellence (co-chair); ASPLU diversity director; RHA social justice director; two staff/administrator representatives selected by the President's Council (three-year term); one faculty representative appointed by the Faculty Senate (three-year term); dean of enrollment management and student financial services; associate vice president for advancement; associate vice president for marketing and communications; executive director of the Center for Student Success; two alumni selected by associate vice president of advancement (three-year term); and one member of the Board of Regents selected by the board chair (three-year term).
B. University Diversity Advisory Board:
   The University Diversity Committee will be advised by a University Diversity Advisory Board. This advisory board will be composed of representatives from such entities and offices as the Provost's Academic Council; Administrative/Staff Council; ASPLU; Campus Ministry; Accessibility and Accommodation; Counseling Center; Athletics; Strategic Enrollment Management Advisory Committee; Faculty Senate; Office of Institutional Research; Mathematics, Engineering, Science Achievement (MESA); Campus Life Office; Student Engagement Office; Diversity, Justice, and Sustainability; Women's and Gender Studies

Program Executive Committee; and the University Dispute Resolution Committee, among others. The University Diversity Advisory Board will be appointed by the president, in consultation with the UDC co-chairs.

C. General Purpose:
To lead the development of a strategic plan for a diverse and inclusive living, learning, and working community and engage the administration on matters related to implementation and assessment of the plan with the goal of all PLU community members experiencing an inclusive, sustainable, caring, and affirming environment.

D. Specific Duties:
    1. To assist in the implementation of, policies and programs that demonstrate the university's commitment to making the campus community one that is welcoming and respectful to all of its members, regardless of race, gender, ethnicity, national origin, disability, sexual orientation, or other identity differences unrelated to one's ability to contribute to the university's mission.
    2. To assess admissions, hiring, and retention policies and practices, with attention to significant discrepancies between the university community's demographic representation of racial, ethnic, and gender groups and the demographic representation of such groups in the larger population and other relevant reference populations; and to pay attention in admission, hiring, and the conditions of employment to adequate recognition and appreciation of community members' diverse abilities and qualifications.
    3. To recommend necessary and appropriate policy changes to the administration and the faculty.
    4. To provide the opportunity at least once a year for response to the committee's work by the larger campus community.
    5. To report to the administration and the faculty annually with respect to the above responsibilities.

Section 12. UNIVERSITY SAFETY COMMITTEE

A. Membership:
PLU's Environmental, Health and Safety Manager; one faculty member, appointed by the Faculty Senate; single representatives from each of the two following departments, appointed by the respective department directors: Campus Safety; and Human Resources. Single representatives from each of the following six areas: ASPLU; Athletics; the College of Natural Sciences; Facilities Management; Hospitality Services and Campus Restaurants; and Campus Life. Each representative is elected by majority vote of employees within the associated department, college, or governing body. (Each election will be conducted by the area's dean or director and current Safety Committee representative, with the support of the Safety Committee.) The Committee annually elects a chair, and secretary from among its members.

B. Advisory Membership:
The Director of Risk Services; and one representative each from the College of Professional Studies and College of Health Professions. Consistent with the Bylaws, Article IV, Section 4.B.7-8, advisory members shall have the same rights and privileges as any other member of the committee except the right to make motions and to vote.

C. General Purpose:
    1. To identify hazards, investigate injuries, and provide recommendations to Environmental, Health and Safety and the President's Council on policy, procedures, capital improvements, and training directed at improving the health and safety of the PLU community.
    2. To provide a forum in which every employee and student can communicate safety-

related concerns.

D. Specific Duties:
As required by Washington Administration Code: 296-800-130, the primary functions of the Safety Committee are:
1. To review safety and health inspection reports.
2. To evaluate accident investigations.
3. To evaluate PLU's injury, illness, and accident prevention program.
4. Additionally, the Safety Committee's duties are:
5. To conduct building safety inspections.
6. To distribute information, including minutes, membership, training opportunities, emergency information, etc., to the PLU community.
7. To submit an annual report of accomplishments to the PLU community in May of the fiscal year.

Section 13. UNIVERSITY SUSTAINABILITY COMMITTEE

A. Membership:
Three faculty members appointed by the president**,** with the provision that no more than one member from each college shall serve simultaneously; one student representative from each of the following organizations: ASPLU; RHA; and GREAN; the Campus Transportation coordinator; representatives from the following departments: the Office of DJS; Hospitality Services and Campus Restaurants; Enrollment Management; Campus Life; Wang Center for Global and Community Engaged Education; Facilities Management; Marketing and Communications; and Environmental Health & Safety. The University Sustainability Committee chair, elected from within the committee, shall be a faculty member.

B. Advisory membership:
Vice president and chief operating officer; representatives from the Center for Gender Equity; the University Diversity Committee.

C. General purpose:
To promote, facilitate, and implement sustainability at PLU.

D. Specific Duties:
1. To encourage, enhance, and support the active involvement of all academic and administrative units of the university in the work of building a sustainable educational community.
2. To advise and consult in coordinating implementation of campus sustainability initiatives.
3. To use sustainability measures to review annually the goals and accomplishments of the university toward sustainability initiatives.
4. To highlight and increase attention to sustainability in the curriculum and in co-curricular activities, and to offer advice and recommendations to departments, divisions, units, and the Educational Policy Committee as appropriate.
5. To provide input to the campus community regarding resource use, the campus master plan, landscaping, building renovation and construction, building operation, and maintenance on campus.
6. To report to the administration and the faculty annually with respect to the above responsibilities.

Part X. – FACULTY REPRESENTATIVES TO THE BOARD OF REGENTS

A. The faculty representatives to the Board of Regents are the chair and vice chair of the faculty, the faculty secretary, and the senator elected by the senate as the representative to the board.
B. The specific duties of these representatives to the board are:
    1. To represent faculty concerns and views to the members of the board.
    2. To participate in plenary and committee sessions of the board.
    3. To meet with liaison representatives of the board.
    4. To report to the faculty on discussions and actions taken by the board.

Part XI. – COUNCILS

Section 1. PRESIDENT'S COUNCIL

The President's Council consists of the president; the provost and senior vice president of academic affairs; the vice president for advancement; the senior vice president and chief administrative officer; the vice president for marketing and communications; the vice president for student life; the secretary to the Board of Regents; the chair of the faculty; and other advisory members as may occasionally be selected by the president. The President's Council serves in an advisory capacity to the president and meets weekly, or as determined by the president.

Section 2. PROVOST'S ACADEMIC COUNCIL

The Provost's Academic Council serves in an advisory capacity to the provost and senior vice president for academic affairs and as a forum where members can share perspectives on matters of common concern and interest. The membership consists of the provost and senior vice president for academic affairs; the associate provost for undergraduate programs; the associate provost for graduate programs and continuing education; the director of the library; the dean of inclusive excellence; the deans of the colleges; the registrar; the executive director of the Center for Student Success; the executive director for the Wang Center; the director of financial planning and analysis; the dean of enrollment management; the associate dean of institutional research and records; the chair of the faculty; and other advisory members as may occasionally be selected by the provost.

Section 3. FACULTY COUNCIL FOR INDIVIDUALIZED MAJORS

Admission to an Individualized Major may be granted by the Faculty Council for Individualized Majors to junior and senior students on the basis of a personally designed academic program proposed by the students and submitted to the council any time after the beginning of the spring semester of their sophomore year. Successful applicants for this program will normally have a cumulative grade point average of 3.30 or above, although in exceptional cases they may demonstrate their potential in other ways acceptable to the council. Refer to the online PLU catalog for additional information.

Section 4. GRADUATE COUNCIL

A. The provost oversees graduate programs at PLU. The Graduate Council serves in an advisory role on all matters pertaining to graduate education at PLU, which includes, but is not limited to, making recommendations to the provost in the following areas:
    1. New program proposals.
    2. Strategic marketing plans.
    3. Program prerequisites and requirements.
    4. Student admission.
    5. Graduate scholarships and assistantships.

B. The Graduate Council is chaired by the associate provost for graduate programs and continuing education and includes the director of graduate admission as well as directors of the graduate programs who represent the deans in each of the colleges that house such programs. Other specific graduate program faculty and support staff may be invited to attend council meetings in order to contribute information and advice to the council.

SECTION III: ACADEMIC POLICIES, PROCEDURES, AND SERVICES

[Many academic policies are stated in the university catalog. Others are published here.]

Part I. – ACADEMIC ADVISING

The following is a reduced version of material which may be found in the university catalog, on the website of the Center for Student Success, and in related materials provided by the Center for Student Success.

Section 1. DEFINITION

Academic advising is an integral component of the educational resources of Pacific Lutheran University. The mission of academic advising is to assist students in discovering, defining, and attaining their educational goals by providing guidance, support, and resources. Both academic advisors and students have roles to play in working towards these goals: Students are responsible for making their own life, career, and educational plans, and advisors are responsible for assisting their advisees in identifying and assessing those plans and their alternatives. Because educational goals are defined in the context of life and career goals, advisors work together with the Center for Student Success and other student service programs to provide support and resources to help their advisees develop and realize their educational goals. Full-time faculty are asked by department chairs or deans to serve as academic advisors.

Section 2. NON-MAJOR ADVISING

A. Academic advisors at PLU are committed to assisting students as they discover and define their educational, personal, and emergent life goals. The advising relationship is a collaborative partnership through which students may gain an understanding of academic disciplines and university resources as they complete their degrees. Academic advisors work to support and strengthen students' development as they progress through their academic journey.
B. All students enrolled in degree programs have advisors whose responsibility is to guide academic progress. Until students have attained junior standing, they are required to meet with their advisor (and receive a current Registration Access Code) prior to registering for an upcoming term. In their work with individual students, advisors often work closely with and refer students to personnel in a number of student academic support offices. At the time of entry, students are assigned to an academic advisor according to their academic interests or to a professional advisor in the Center for Student Success .
C. Transfer students who are ready to declare their major are assigned to a designated transfer advisor. Transfer students who wish to explore educational goals are assigned to the transfer student advisor in the Center for Student Success.
D. Progress toward fulfilling elements of the General Education Program can be accessed by the student and the advisor online via the Curriculum, Advising, and Program Planning (CAPP) report available on Banner Web. In addition, advisors receive an advising file for each student they advise.
E. Academic advisors are supported by educational planning workshops, by resources available through the website of the Center for Student Success, and through consultation with staff in the Center for Student Success.

Section 3. MAJOR ADVISING

Upon formal declaration of a major, students are assigned a faculty major advisor within the major department. Major advisors are responsible for guiding students' progress toward completion of their chosen major and the elements of the General Education Program, as well as serving as a general academic guide as students make choices and determine their educational goals. Students are welcome to see a professional academic advisor in the Center for Student Success in addition to their major advisor. Students and advisors are expected to meet regularly, though the number of meetings will vary according to individual needs. Students are encouraged to meet with their advisors at least once each semester.

Section 4. PROBATIONARY ADVISING

Students on academic probation or continued probation are required at the beginning of their probationary semester to meet with an academic advisor in the Center for Student Success to develop a plan to return to good academic standing. Students who are reinstated after academic dismissal are required to meet with an academic advisor in the Center for Student Success or a faculty advisor to develop a plan to return to good academic standing.

Section 5. THE CENTER FOR STUDENT SUCCESS

The Center for Student Success manages academic advising services, teaches career and education planning classes, and provides direct advising to a large number of first-year and sophomore students; it coordinates major advising programs and offers workshops and support for faculty and professional advisors.

Section 6. ADVISING RECORDS

A confidential advising file is created for each entering student and is sent to the assigned advisor. It will follow the student to graduation, through any change of advisor, major declaration or major change. Responsibility for the advising files lies with the currently assigned advisor. Specifically, the advisor will keep the files secure and up-to-date, and will promptly forward files when requested by the Center for Student Success.

Section 7. CHANGE OF ADVISOR

Students are encouraged to change advisors as their interests develop and change, or as they decide to declare or change majors. Advisor changes may be transacted via the declaration of major or via a change of advisor form.

Section 8. ADVISORS ON LEAVE

Faculty who go on leave have an obligation to notify the Center for Student Success regarding their

leave. Temporary reassignment of advisees will occur in one of two ways. Major advisees should be reassigned by the chair within the department. Other advisees should be referred to the Center for Student Success for reassignment.

Section 9. ADVISING AND REGISTRATION

Each Fall and Spring term, several weeks in November and April, respectively, are set aside for advising and registration. Please consult the Office of the Registrar or the Center for Student Success for details.

Part II. – CONTINUING EDUCATION

Section 1. LOW ENROLLMENT COURSES

A. University policy requires that all continuing education courses have a sufficiently large enrollment to guarantee that costs do not exceed income. A minimum enrollment number is established for each course dependent on the salary to be paid and the tuition to be charged.
B. If enrollment falls below the minimum, the instructor's salary will be reduced by a proportionate amount. The instructor of a class with an enrollment below the minimum will have the option of canceling the class or accepting reduced salary. The instructor is expected to notify the continuing education unit offering the course the day after the initial class meeting in order to reach a mutually agreeable decision. (revised, February 28, 2005)

Part III. – ACADEMIC INTEGRITY

Section 1. INTRODUCTION

A. An essential dimension of Pacific Lutheran University's mission is to provide for the intellectual, social, physical, emotional, and spiritual development of students. Faculty, students, and administrators share responsibility for accomplishing these goals. Academic integrity is honesty concerning all aspects of academic performance. Academic integrity must be fully integrated into the campus academic environment, including norms for student life and classroom expectations. Integration is best accomplished when faculty and students understand and accept standards of academic behavior, and when the standards are fairly and uniformly enforced.
B. The faculty's authority over the classroom and grades reinforces the principles of academic integrity and the consequences of academic misconduct. Expectations and policies regarding academic dishonesty should be clear within and across academic units, and the classroom should be conducted in a manner to support those policies. Instructors need to know the following enforcement system and are obligated to use it when academic dishonesty occurs. Enforcement supports honest students and promotes our commitment to academic integrity. Enforcement also allows for the ability to better monitor the quantity and nature of academic dishonesty incidents and to track students who repeatedly commit acts of academic dishonesty so that such behavior by students is discouraged but dealt with accordingly.
C. PLU's expectation is that students will not cheat or plagiarize, and that they will not condone these behaviors or assist others who cheat or plagiarize. Academic misconduct not only jeopardizes the career of the individual student involved, but also undermines the scholastic achievements of all PLU students and attacks the mission of this institution. Students are inherently responsible to do their own work, thereby ensuring the integrity of their academic records.
D. Administrators shall disseminate this policy through publications and presentations to all students and faculty. Administrators must promote uniform interpretation and enforcement of this policy, the senator coordinating work on academic performance and integrity policies shall regularly report summarized data to the campus community concerning instances and outcomes of academic misconduct. The Faculty Senate will review this policy every three years.

Section 2. WHAT IS ACADEMIC DISHONESTY?

A. PLU defines Academic Dishonesty as violating procedures prescribed to protect the integrity of an assignment, test, or other evaluation. The most common forms of academic dishonesty are cheating and plagiarism.
B. Cheating includes, but is not limited to:
    1. Submitting material that is not yours as part of your course performance, such as submitting a downloaded paper off of the Internet; or
    2. Using information or devices not allowed by the instructor (such as formulas or a computer program or data); or unauthorized materials (such as a copy of an examination before it is given); or
    3. Fabricating information, such as data for a lab report; or

4. Collaborating with others on assignments without the instructor's consent; or
5. Cooperating with or helping another student to cheat; or
6. Other forms of dishonest behavior, such as having another person take an exam for you, altering exam answers and requesting the exam be re-graded, or communicating with anyone other than a proctor or instructor during an exam.

C. Plagiarism occurs when one omits, misrepresents, or inaccurately documents how the work of others appears in and influences one's own work. Plagiarism can involve both products (such as words, formulas, or images) and ideas (such as ideas, intellectual approaches, or concepts), and can result from an intent to deceive or from a lack of due attention to the responsibilities of accurate documentation.

D. In short, plagiarism is the act of using any source (published, unpublished, or one's own) that appears in or directly influences one's own work without properly identifying it, such as (but not limited to):
    1. Directly quoting the words of others without attribution and without using quotation marks or other accepted formats to identify them; or
    2. Using any course work previously produced by the same student without prior approval from the current instructor; or
    3. Using altered wording, materials, or ideas of others without properly identifying their source; or
    4. Representing an idea or strategy that is significant in one's own work as one's own when it comes from someone else.

E. Because plagiarism involves a misrepresentation of principles and processes fundamental to the integrity of the university, matters of plagiarism are taken very seriously by both administration and faculty. If students are unsure about something that they want to do or the proper use of materials, it is each student's responsibility to ask the instructor for clarification.

Section 3. REPORTING SUSPECTED ACADEMIC DISHONESTY

Generally, instructors are strongly encouraged to report any suspected violations of the university's academic integrity policy (AIP)through formal channels by submitting an electronic Academic Dishonesty Report Form (ADRF) with appropriate documentation (https://www.plu.edu/srr/). When an instructor believes a student has violated the university's AIP, they may, at their discretion, contact the student to inform them of the issue.

When an ADRF is submitted, it will be sent to the Student Rights and Responsibilities Office (SRRO) for processing. The SRRO will inform the student that an ADRF has been filed and will provide the student with a copy of the AIP along with information on the review process.

Section 4. RESOLVING AN ACADEMIC DISHONESTY INCIDENT

A. When an instructor believes a student has violated the university's AIP, they may resolve the incident in accordance with one of the following options. Instructors are encouraged to consult with the Dean of Students Office regarding these procedures.
    1. The instructor may meet informally with the student to resolve the matter.
    2. The instructor may ask to meet with the student in the presence of witnesses to resolve the matter. In this case, the student will be informed in writing of the purpose of the meeting, and of their right to have a witness present.
        a. If an instructor is unable to meet with a student, as at the end of Spring Term or a term before a student studies abroad, the instructor will document the suspected

violation and send it to the student, via certified mail or email, together with a letter stating the penalty to be imposed.

3. The instructor may submit an electronic ADRF with appropriate documentation and an indication of the severity of the violation.
    a. The electronic ADRF has two checkbox options:
        i. Minor Academic Dishonesty:
        This option indicates that the suspected violation was non-egregious, and that the student should receive additional education in order to avoid future violations or suspected violations. Instructors are encouraged to discuss the situation and the reasons for filing the report with the student.
        ii. Major Academic Dishonesty:
        This option indicates that the suspected violation was egregious, and that the student should receive a hearing from an Academic Dishonesty Hearing Panel (ADHP). Instructors are encouraged to discuss the situation and the reasons for filing the report with the student.
    b. When an ADRF has been filed, it will generate one of the following outcomes.
        i. Reports of Minor Academic Dishonesty
            1. If a report of minor academic dishonesty is the first report that has been filed against a student, the SRRO will inform the student that an ADRF has been filed and that the student must attend a mandatory meeting with the Associate Director for Student Rights and Responsibility or designated university official, during which the student will receive additional education about academic integrity in an environment removed from perceived bias in order to avoid future violations or suspected violations.
                a. In this meeting, no determination of responsibility will be made, but the student will be advised: 1) that the ADRF will remain on file; 2) that it will be used to make determinations of responsibility if subsequent reports are submitted involving the student; 3) of the possible sanctions that could be imposed if subsequent reports are submitted involving the student; and 4) that a single ADRF with a minor indicator will not be considered a student conduct record and will be automatically expunged from the student's education record upon graduation. The student will also be directed to Academic Assistance, to their instructor, and to other resources that may help the student understand how to avoid future violations or suspected violations.
                b. The instructor will be informed of the content of the mandatory meeting.
            2. If a report of minor academic dishonesty is not the first report that has been filed against a student, it will be treated as a major report of academic dishonesty.
        ii. Reports of Major Academic Dishonesty
            1. The SRRO will inform the student that an ADRF has been filed and initiate a hearing as outlined below in "Formal Hearing Process."
4. The instructor has the full authority to impose penalties with respect to their class. The minimum penalty grade for dishonesty in coursework that constitutes 30% or more of a course grade shall be an "E" for the course, unless the student is enrolled "pass/fail" in the class, and then the course grade will be an "F". Dishonesty in other required course work shall result in a minimum penalty grade of zero for that work.

Section 5. OCCASIONS WHEN AN ACADEMIC DISHONESTY HEARING PANEL MUST BE CALLED

A. When academic dishonesty includes flagrant behavior. Examples include, but are not limited to, having a substitute take an exam, fabricating experimental data, or buying a written term paper from someone.
B. When more than one ADRF is filed for the same student at any time during that student's PLU career.

Section 6. STUDENT REQUEST FOR FORMAL HEARING

Students who disagree with a penalty imposed or the filing of an ADRF by an instructor may request a formal hearing by an ADHP. Such a request must occur within five business days of notification of the grade in question or the notification of suspected academic dishonesty. When filing such a request, the student must contact the Student Conduct Coordinator and provide a rationale for why they are challenging the instructor's decision. The Student Conduct Coordinator will then notify the instructor and coordinate a date and time for the formal hearing. The student and instructor will be given at least 48-hours' notice of the date, time, and location of the formal hearing.

Section 7. ADHP – COMPOSITION AND JURISDICTION

A. An ADHP shall include two faculty and one student member and will be chaired by the Student Conduct Coordinator or designee. During the academic year, a faculty senator and four other faculty members will be appointed by the Faculty Senate to regularly serve on such committees. The student member will be appointed by the Student Conduct Coordinator from a pool of students appointed by ASPLU and the Dean of Students Office, all serving renewable one-year terms). Every effort shall be made to conduct ADHPs during the academic year whenever possible. In cases where conducting an ADHP during the summer months cannot be avoided, the Student Conduct Coordinator or designee will appoint available trained students to serve on ADHPs. The provost will also recruit, subsequently assign, and financially compensate available faculty or ask faculty with 12-month contracts to fill these faculty positions on ADHPs. Training for potential ADHP members will be provided as needed by the Student Conduct Coordinator.
B. ADHPs are authorized to review and make decisions regarding allegations of misconduct brought by instructors, appeals from a student whose instructor has imposed penalties on them, student contests of the filing of an ADRF by a professor, and/or multiple alleged infractions of the policy, as identified by the Student Conduct Coordinator.

Section 8. FORMAL HEARING PROCESS

A. The purpose of an ADHP is to determine whether a student is responsible for academic dishonesty as described in the university's Academic Integrity policy. ADHP hearings are structured educational discussions, which focus on the student's alleged misconduct within the university community.
B. ADHP hearings will be convened in a timely fashion relative to the request, either at the student's request or due to the filing of an Academic Dishonesty Report Form by an instructor who requires a panel hearing. Instructors may attend ADHP hearings as a witness either if

requested by the panel or at their own request. ADHPs are conducted as review meetings as described in the Student Conduct Procedures (Section VII – Review Procedures). Throughout the review process, the following rights will be maintained and respected. For the student, these include:

1. The right to receive a written notice of the date, time, and place of the ADHP hearing and a copy of the relevant Academic Dishonesty Report Form, at least 48 hours in advance of the ADHP;
2. The right to have an individual ADHP hearing if more than one student is charged with misconduct;
3. The right to request disqualification of any ADHP member they believe to be biased. Final determination of disqualification is made by the APIC chair;
4. The right to have witnesses with direct knowledge of the incident in question speak on their behalf (character witnesses are not permitted);
5. The right to have a support person who is a non-familial student, staff member, or faculty member of the university community (excepting a lawyer) assist them in the proceedings. A support person who accompanies a student is present for emotional support only and may not speak on the student's behalf;
6. The right to fair and impartial decision-makers;
7. The right to a written copy of the ADHP's decision;
8. The right to a self-initiated appeal.

C. For the instructor alleging misconduct, these include:
    1. The right to have a support person, as described above.
    2. The right to be informed of the ADHP's decision (excluding recommended sanctions that do not directly affect the instructor) at the same time the student is notified of the decision. In cases in which the instructor disagrees with the ADHP's decision, the instructor may provide the Office of the Provost with a document asserting their dissent within three business days.
D. The Student Conduct Coordinator or designee oversees the review meeting, responds to questions about an ADHP's procedures, and may decide procedural matters not already established by an ADHP, with or without the advice of the other members. Otherwise, a majority vote of the three other voting members will decide a procedural question. The Student Conduct Coordinator is the spokesperson for an ADHP and is responsible for all communication on behalf of an ADHP.

Section 9. OUTLINE OF PROCEEDINGS

A. An ADHP will review the written materials prior to the meeting and determine appropriate questions. If a student wishes to submit additional written materials, these should be provided to the Student Conduct Coordinator in advance of the hearing, if at all possible. Students are strongly encouraged to provide such materials to better support their argument and to reduce the likelihood of an extended decision-making process.
B. An ADHP may hear from the instructor, student, and witnesses, asking questions as appropriate. Questions must be pertinent to the report and the purpose of the meeting. Witnesses may be brought forward by both the instructor and the student. An ADHP may limit witness testimony to the facts of the situation, and excuse a witness if the information shared seems unproductive, redundant, or irrelevant. An ADHP may invite as witnesses individuals who were included in the original written record of the incident.
C. The university expects that community members possess the skill and resources to discuss alleged academic misconduct; hence, legal counsel is not permitted at ADHP meetings.
D. An audio record of the proceedings will be made. An ADHP's file of the hearing and the

recording shall be retained by the provost until the appeal period has expired. After the appeal period has ended, the records will be kept in accordance with the Student Conduct Procedures (Section X).

Section 10. PENALTIES

A. The minimum penalty grade for dishonesty in coursework that constitutes 30% or more of a course grade shall be an “E” for the course, unless the student is enrolled “pass/fail” in the class, and then the course grade will be an “F”. Dishonesty in other required course work shall result in a minimum penalty grade of zero for that work.
B. Academic Dishonesty Hearing Panels may render a finding of either “responsible,” “not responsible,” or “inconclusive.” The ADHP shall use majority vote to reach decisions. ADHP decisions of “not responsible” or “inconclusive” should not be used as a record of previous academic misconduct.
C. An ADHP is empowered, at its discretion, to take the following actions in accordance with its findings:
    1. Recommend a change of grade to the instructor; and/or
    2. Impose sanctions as listed in Section IX of the Student Conduct Procedures (except suspension, expulsion, or grade changes); and/or
    3. Recommend suspension or expulsion of a student to the provost. Suspension and expulsion may be considered in severe cases and in cases where there is a previous history of academic dishonesty; grievous offenses such as academic dishonesty in capstones or culminating experiences may result in expulsion. Penalties of suspension and expulsion must be endorsed by the provost. The provost will convey their recommendation and reasons that support their position to the vice president for student life and dean of students and confer with the vice president for student life and dean of students regarding the import of the incident. Sanctions of suspension or expulsion are imposed by the vice president for student life and dean of students. No specific mention of Academic Dishonesty will appear on the student’s transcript; however, suspensions and expulsions will be recorded as detailed in Section IX in the Student Conduct Procedures.
D. An ADHP may also recommend that the instructor reduce a penalty that the ADHP believes was arbitrary or too severe. If an ADHP finds that academic dishonesty did not occur, it will recommend to the instructor that the penalty imposed be rescinded and for the instructor to grade the course work on its academic merit.
E. When the penalty grade is an “E” or an “F” for the course, the instructor will notify the registrar that the student may not withdraw from the class. The registrar will not record a final grade for the course until the date for the student to request a formal hearing has passed. Students requesting a formal hearing shall be permitted to attend and fully participate in the course until the process is complete.
F. Generally, ADHP decisions will be made within three business days of the formal hearing and will be either available for pick-up by the student at Campus Safety or personally delivered to the student or sent by certified mail to the student’s most recent local address, permanent address, or via email, whichever is most appropriate as decided by the chair of the ADHP. The decision will include an outline of the appeal process. In the event that additional time for review, further investigation, and/or deliberation is required, the instructor(s) and student(s) involved will be notified in writing or via email of the revised timeline.

Section 11. STUDENT APPEAL PROCESS

All imposed sanctions may be appealed on the grounds of lack of a fair review or severity of sanction within five working days of being notified of the sanction. Students who wish to appeal a sanction should submit a written request for appeal to the Dean of Students. The letter must include: the appeal date; a detailed explanation of the grounds for the appeal; any information that was not available at the time of the formal hearing; and the signature of the student filing the appeal. Electronic submissions of appeals will be accepted. In cases that do not involve suspension or expulsion, the appeal is submitted by the Dean of Students to the provost for consideration of the appeal of the ADHP's decision. In cases involving suspension or expulsion, the appeal will be forwarded to the vice president for student life and dean of students for action by the president. Students may not appeal a sanction more than once.

Section 12. RETALIATION

The university expressly prohibits retaliation against any person who has reported academic misconduct to a member of the university community or who has participated in any way in the conduct of a case of academic misconduct or in the imposition of a sanction for academic misconduct. Any person who violates this policy may be subject to disciplinary action, including suspension or expulsion from the university.

Section 13. MAINTENANCE OF RECORDS

Academic integrity records will be maintained in accordance with the university's Family Educational Rights and Privacy Act (FERPA) policy and the Student Conduct Procedures (Section X). The records will be housed with the Student Conduct Coordinator and will be kept according to Section X of the PLU Student Conduct Procedures. A single ADRF with a minor indicator will not be considered a student conduct record and will be automatically expunged from the student's education record upon graduation. If a student leaves PLU before graduation, the student may petition to have a single ADRF expunged (https://www.plu.edu/student-rights-and-responsibilities-procedures/conduct-records/).

Part IV. – PROVOST

The provost and senior vice president for academic affairs is the chief academic officer of the university. The provost serves on the university's leadership team and works with the president, the vice presidents, the deans of the academic programs, and various university councils and committees to carry out the mission of the university. The provost represents the university to external constituencies in a manner determined by the president. The provost also represents the academic division to the President's Council and the Board of Regents. The provost is responsible for all operations of the university related to academic leadership, curriculum, personnel management for the academic division, and budget planning and fiscal management for the academic division. The provost supports and works in partnership with the faculty governance system. All academic areas report to the provost. The provost reports to the president. A complete description can be found on the websites for the Office of the Provost and Human Resources.

Part V. – COLLEGE, SCHOOL, DEPARTMENT, AND PROGRAM ADMINISTRATORS

Section 1. COLLEGES, SCHOOLS, DEPARTMENTS, AND PROGRAMS: NOMINATION AND TERMS OF OFFICE FOR ADMINISTRATORS

A. Each of the four colleges in the university's academic structure will be led by a college dean.
B. Each academic unit within a college will be led by an academic unit head, which includes directors of programs, chairs of departments, and associate deans and deans of schools.
C. Each department and program shall (1) develop election procedures for nomination of candidates for administrative positions and (2) recommend terms of office for those positions. The nomination(s) shall be forwarded to the president of the university by January 15 of the last year in the term of office.
D. The provost will recommend candidates and terms of office for school unit heads, after consultation with relevant academic unit(s) and college dean. The nomination(s) shall be forwarded to the president of the university.
E. The president of the university will recommend the appointment of college deans, after consultation with the provost and the academic units within the college.
F. The director of core curriculum will serve as the equivalent of the college dean for academic core programs that are not affiliated with other colleges.

Section 2. EVALUATION OF ACADEMIC ADMINISTRATORS

A. The Provost's Academic Council in consultation with the Rank and Tenure Committee shall develop and propose to the Faculty Senate for approval the instruments and procedures to be used in the evaluation process.
B. It shall be the responsibility of all faculty with voting rights to evaluate academic unit heads and college deans annually in administrator feedback forms. The administrator feedback forms are to be completed and the results shared with the administrator and their immediate administrative superior by June 15. The provost will also share the results of the administrator feedback forms with the university president by June 15.
C. Academic unit heads are reviewed annually by their college dean. College deans are reviewed annually by the provost. Reviews will incorporate the results of administrator feedback forms. By September 1, a draft of the review for the previous academic year is to be shared with the administrator being reviewed. By September 15, the administrator being reviewed may offer their response and/or meet with their immediate administrative superior. By September 30, the final review is due in the Office of the Provost.

Section 3. JOB DESCRIPTION FOR COLLEGE DEANS

A. Provide leadership for and supervise the academic programs of the college.
B. Provide reports essential for effective administration of the division/school and its academic programs.
C. Establish and recommend the budget of the college.

D. Recommend and supervise department, program, and school budgets within the college.
E. Make recommendations for faculty appointments, promotions, salaries, sabbatical and special leaves, and oversee or write required faculty evaluations.
F. Facilitate recommendations for student, faculty and staff awards.
G. Encourage and facilitate the professional growth and teaching competency of the faculty, and the professional growth of college staff.
H. Support academic leadership and collaboration among department, program, and school administrators.
I. Support the development and competency of the staff of the departments, division, and school.
J. Advance the financial support base of the programs and facilities of the college and its academic programs.
K. Work cooperatively with the other deans to foster the liberal arts and their integration with major and professional degree curricula.
L. Collaborate with other college deans and the provost on academic division priorities.
M. The provost may in consultation with the president, amplify this job description.

Section 4. ACADEMIC UNIT HEAD

A. Academic unit heads have planning, management, and leadership responsibilities that include the following: unit governance, instructional supervision, faculty affairs, student affairs, external communication, fiscal management, office management, and unit development. Appointed by the president and the Board of Regents, unit heads serve the faculty and the institution, a dual responsibility. They report, administratively, to their respective college deans. Units, if they wish, and in consultation with their college deans and the provost, may amplify this job description.
B. The annual contractual term of service for Dean or associate dean overseeing a school is normally 12 months. Compensation and release time will be negotiated with the college dean upon appointment.
C. While department chairs are recognized as having duties spread across 12 months, the workload is generally equivalent to 10 months. Their annual contractual term of service is the 10-month period September 1 – June 30. Compensation for the chair during this 10-month period shall consist of two parts: a) a course load release during the academic year (September 1 – May 31) at a level to be determined by the college dean in consultation with the provost, and b) in addition to their regular faculty contract, a 10-month service agreement carrying with it a stipend to be paid over those 10 months.
D. Interdisciplinary Program directors and chairs have duties that are unique to each program and the scope of duties varies considerably among the programs. For selected programs, the position of director or chair carries with it a course release during the academic year at a level to be determined by the college dean in consultation with the provost. For selected programs additional compensation may be considered as well.
E. In some cases, and as a consequence of the release time provided to academic unit heads, departments may need additional funds to maintain their teaching schedules. Requests for such funds to meet the needs caused by the chair release time should be submitted annually to the college dean by February 15 for the following academic year.

Part VI. – EDUCATIONAL POLICIES COMMITTEE MANUAL

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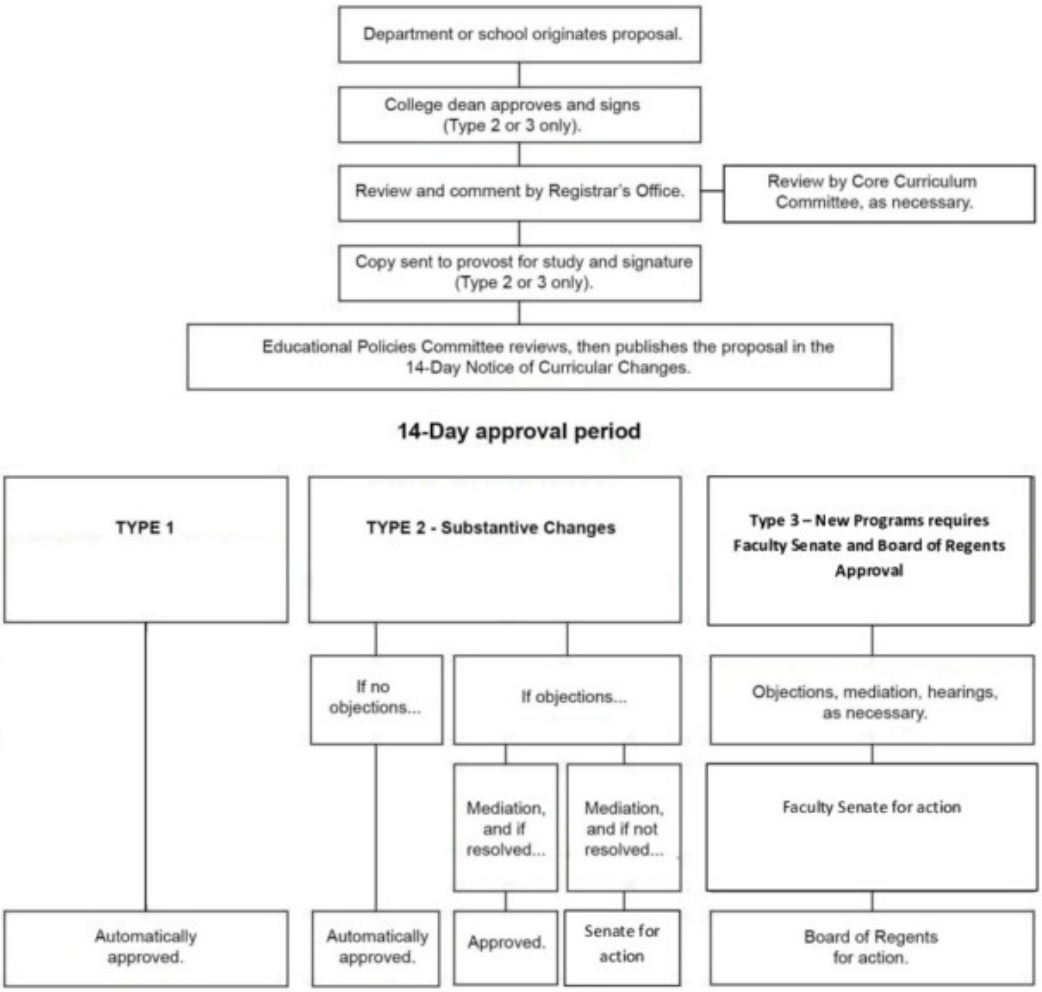
Section 1. FACULTY APPROVAL OF CURRICULUM AND DEGREE REQUIREMENTS

A. All curricula and degree requirements shall be approved by the faculty [Faculty Constitution, Article III, Section 2.B.6].
    1. "Curricula" includes all courses, workshops, and continuing education offered for credit at Pacific Lutheran University.
    2. "Degree requirements" includes all undergraduate and graduate requirements of a department, school or college for successful completion of its program(s). (Examples of such requirements include: prerequisites; the number of courses or credit hours required for a major or minor; area examinations, research, or thesis; recitals, exhibitions, or contests; courses to be taken in other departments; internships; etc.)
    3. All faculty legislation substantively affecting core curriculum elements or degree requirement shall carry with it an effective date.

B. All curricular changes, except special topics courses that do not carry a core curriculum element, shall be placed on the EPC 14-Day Notice of Curriculum Changes and receive faculty approval before being listed in the university catalog by the Office of the Registrar, or on the PLU website. The specific topics for Special Topics courses are not listed in the university catalog.
    1. EPC categorizes proposed curricular changes into three different types of proposals: Type 1, Type 2 (substantive changes), and Type 3 (new programs). An overview of the process for each type of proposal is detailed in Section 2. of this manual. Forms and templates for EPC proposals can be found on the Documents and Forms page of the Provost website (https://www.plu.edu/provost/documents/).
    2. Special Topics courses that seek to carry a core curriculum designation, must be approved through EPC Proposal Form before being offered. A Special Topics course without a core curriculum element, must provide the course title, number, course description, and credit hours in the schedule template to the registrar's office before inclusion in the class schedule.
    3. The same Special Topics course may only be offered three times after which the course must be reviewed by the Educational Policies Committee following the normal approval process for permanent course status.
    4. Consortial courses are subject to the policies laid out in Section III, Part VII, Section 17. Proposals involving consortial courses are always treated as a Type 2 or Type 3 proposal.

Section 2. FLOWCHART OF USUAL PROCEDURE FOR CURRICULUM REVISION



Section 3. PROCEDURES GOVERNING REVISION OF CURRICULUM AND DEGREE

REQUIREMENTS

A. Each proposed change in curriculum and in degree requirements shall be discussed and approved by the academic unit of origin. The academic unit head shall sign the proposal—indicating whether two-thirds of the faculty has approved the proposal or not—and submit it, where appropriate, to the college dean.
B. Approval by the college dean shall be given in accordance with established procedures of the respective college. The college dean shall sign the proposal as evidence of such approval. The academic unit originating the proposal shall forward one copy with the required signatures to the provost for signature, along with an electronic copy of the proposal.
C. If a proposal affects staffing or enrollments outside of the unit that is originating the proposal, approvals must be sought before submitting to EPC, as indicated by an email or the signature of the relevant academic unit head. If a proposal comes to EPC without such an endorsement, EPC can review it but will hold approval until endorsements are received.
D. The registrar and provost shall relay the proposal with appropriate comment to EPC for its review. Proposals for new degrees, new majors, new minors, concentrations, and programs that require action by the Board of Regents require submission of an Institutional Impact Evaluation Form. In addition, EPC shall present such proposals to the Faculty Senate, which will decide whether to recommend them to the Board of Regents.
E. Descriptions of proposed substantive curricular changes and new programs shall be published by EPC in the 14-Day Notice of Curriculum Changes and sent via email to all faculty members. Complete copies of proposals may be requested by email via facgov@plu.edu.
F. Faculty members must submit objections to proposals in writing to the Chair of EPC via facgov@plu.edu within 14 days from the date listed on the 14-Day Notice of Curriculum Changes distributed by EPC. Objections received within this 14-Day period will suspend approval, pending resolution of the objections. In the event a dispute cannot be resolved, EPC will make its recommendation to the Faculty Senate for action at the next regular faculty meeting.

Section 4. FORMAT FOR PREPARING PROPOSALS

A. Proposals require a completed current EPC Proposal Form and any supporting documents listed on the form. Forms and templates for proposals can be found on the Documents & Forms page of the Provost website (https://www.plu.edu/provost/documents/file-group/epc-information/).
    1. Proposal rationales should discuss the philosophic, strategic, demographic, and economic aspects of the proposed changes, and take into account comparable practices at other peer institutions and those suggested by national, regional, and state certifying bodies. Type 3 proposals must also address, using verifiable data and sound argumentation, the direct and indirect consequences and costs of the changes on staffing and enrollment in departments, schools, colleges, and the university.
    2. EPC may, at its discretion, determine whether a proposed change is substantive or non-substantive. If a determination is made that the proposal is indeed a substantive change, it may be sent back to the originating unit for additional detail. Minor corrections of language, grammar, or typographical errors may be requested directly by memo to the registrar and do not require EPC approval.
    3. Activation of special topics courses that are not intended to carry a core curriculum element do not require EPC action. (However, the course number, title, credit value, and catalog description of such courses must still be included in the scheduling template for the Office of the Registrar before a Special Topics course is included in the class

schedule.) Special Topics courses that are intended to meet a general education element require approval by the Core Curriculum Committee, received through the EPC proposal process.

4. Proposals that add consortial courses must include a plan for regular assessment of the course(s).

Section 5. POLICIES FOR OPEN TOPIC COURSES

A. INDEPENDENT STUDY COURSES: Academic units may add any of the following courses designed for individual students to the curriculum without approval by EPC.
Note: When an instructor agrees to offer a course available in the regular curriculum to a student on an individual basis, the regular course number, title, and credits must be used. The common title designation on term-based records will be listed as IS for independently studied.

Course Number	Course Type	Credit Hours	Purpose	Instructional Mode	Term-based Title
291	Directed Study	1-4 cr; may be repeated for credit	Individual, introductory undergraduate study not available in the regular curriculum	Tutorial or close supervision of individual students	DS: followed by the specific title designated by the student
491	Independent Study		Individual, advanced undergraduate study not available in the regular curriculum	Advanced tutorial or guidance for individual students	IS: followed by the specific title designated by the student
591	Independent Study		Individual, graduate level study not available in the regular curriculum	Graduate level tutorial or guidance for individual students	
598	Non-thesis Research Project		Graduate level, non-thesis research opportunities		Project: followed by the specific title designated by the student
598	Thesis		Graduate level, demonstration of ability to do independent research	Advising and evaluating research and writing for individual students	Thesis: followed by the specific title designated by the student

B. INTERNSHIPS: Academic units may add any of the following internship courses to the curriculum without approval by EPC. Academic units that offer more than one internship should use the numbering designation below and distinguish different internships by means of the specific Term-based Title.

Course Number	Course Type	Credit Hours	Purpose	Instructional Mode	Term-based Title
495	Internship	1-12 cr; may be repeated for credit	Permit undergraduate students to relate theory and practice in a work situation	Individual supervision of work activity. The student, work supervisor, and instructor obligations as well as course content, are stipulated in writing before the start of the internship	Intern: followed by the specific title designated by the student
595	Internship		Permit graduate students to relate theory and practice in a work situation		

C. COURSES THAT FULFILL THE CULMINATING EXPERIENCE CORE CURRICULUM ELEMENT

Course Number	Course Type	Credit Hours	Purpose	Instructional Mode	Term-based Title
499	Senior Seminar / Project	2-4 hours, as designated by the academic unit of the student's major	A substantial project, paper, practicum, or internship that culminates and advances the program of an academic major.	The end product must be presented to an open audience and critically evaluated by faculty in the student's field	Capstone: followed by the specific title designated by the academic unit.
499	Capstone	1-4cr; may be repeated for credit	To enable senior students in academic unit to share their work and receive group criticism	Primarily presentation and critique of student papers and/or projects. The instructor customarily directs discussion, advises, and/or evaluates projects, but may also present additional material.	Capstone: may be followed by the specific title designated by the academic unit.

D. SPECIAL TOPICS COURSES: Academic units may activate any of the Special Topic courses listed below to the curriculum as described above in sections 1.B.2.

Course Number	Course Type	Credit Hours	Purpose	Instructional Mode	Term-based Title
287, 288, 289	Special Topics	1-4cr; may be repeated for credit	New, one-time, and developing undergraduate courses not yet available in the regular curriculum	Classroom instruction and interaction.	ST: followed by the specific title designated by the academic unit.
387, 388, 389					
487, 488, 489					
587, 588, 589			New, one-time, and developing graduate level courses not yet available in the regular curriculum		

Section 6. CATALOGS AND CLASS SCHEDULES

With the exception of Open Topics courses listed in Section 5, all catalogs and class schedules shall include only those courses that have been formally approved by EPC. Course numbers, titles, descriptions, credit hours, and status shall be shown only in their EPC-approved form. (Course titles may be appropriately abbreviated, where necessary.)

Only EPC shall authorize material changes in the university's curricula and course offerings.

Courses which have not been taught (even though they may have been offered) during the previous four-year period shall be automatically deleted from the list of EPC-approved courses after notification to the affected units and, therefore, from all catalogs and class schedules. Requests for exceptions to this policy shall be submitted to EPC. Reactivation of formerly offered courses may be requested by way of a Type 1 proposal to EPC via facgov@plu.edu.

Previously used course numbers and course information are eliminated from Banner and can be reused once a course has not been offered in the catalog for more than twenty years.

Part VII. – OTHER POLICIES

Section 1. GRADUATE THESES, RESEARCH PROJECTS, OR PAPERS

A. Compensation For Supervision
    1. Compensating faculty for graduate thesis, research project, or paper supervision is essential for the purpose of ensuring equitable forms of remuneration, endorsing a high level of quality supervision, and acknowledging significant commitments of faculty time and energy required to fulfill this responsibility.
    2. The plan provides for two forms of compensation for thesis, research project, or paper supervision: (a) teaching load credit, or (b) financial payment.
        a. At the discretion of the respective chair and/or dean, load credit may be granted to faculty serving as thesis, research project, or paper supervisors. Load credit is calculated as part of a faculty member's teaching obligation and is implemented concurrently at the time of supervision.
        b. Payment for each completed thesis, research project, or paper will be authorized upon submission and acceptance by the associate provost for graduate programs and continuing education, and will be determined by the respective chair and/or dean, and the provost. With the recommendation of the respective chair, dean, and associate provost for graduate programs and continuing education, partial payment may occur for incomplete theses, research projects, or papers that a student paid tuition for and the faculty member spent significant time advising.

Section 2. HONOR SOCIETIES

Honor societies are organizations that serve to recognize the academic achievements of students who are among the highest in their class in scholarship. Honor societies may also have other requirements for distinction such as in leadership, service, academic discipline, or co-curricular activity in the university.

Honor societies at Pacific Lutheran University base their membership criteria in whole or in part on students' academic achievement. An honor society is defined as a student organization with membership criteria containing a standard for high achievement in scholarship. All honor societies at Pacific Lutheran University serve to enhance the mission of the university.

The faculty determines honors bestowed by the university (Faculty Bylaws, Article III, Section 2.A) and therefore all honor societies are reviewed by the Faculty Senate to assure both that the academic standards are appropriate to PLU and that the focus of the honor society is an appropriate fit with the PLU mission.

A recommendation for instituting a new honor society is to be approved by the senate through the following procedure:

A. A proposal for a new honor society which must include a rationale for the addition of the honor society to the PLU community is discussed and approved by the department, school or college of origin and approved by the corresponding dean as appropriate.
B. The proposal is then submitted to the provost and the Educational Policies Committee for

review.

C. The Educational Policies Committee reviews the proposal and publishes it online for a 30-day review period, during which objections may be submitted in writing.
    1. If no objections are received, the proposal will be automatically approved.
    2. If objections, mediation and hearings may be conducted as necessary. If the dispute cannot be resolved, then the committee will make its recommendation to the Faculty Senate at the next regular meeting.

Section 3. INSTRUCTIONAL RESPONSIBILITIES AND COURSE PROCEDURES

A. Course Load
   Normally, the minimum full teaching load of a faculty member is 24 equated semester hours per school year. Reductions for administrative duties are made in the case of departmental chairs, interdisciplinary program chairs/directors, and school and college deans. The minimum of 24 semester hours per academic year should not be regarded as a faculty member's total responsibility to the university. Rather it is a general guide in assigning classes. Advising, committee assignments, and other activities are also included in the scope of a faculty member's basic responsibility.

B. Office Hours
    1. One of the hallmarks of a PLU education is faculty-student interaction. Faculty members are available to students in a variety of ways: faculty maintain fixed in-person office hours, meet with students outside of these fixed hours, and interact with students via email and other electronic communication. Successful faculty are available to students, but also set limits in order to maintain a balance in their own work responsibilities.
    2. Faculty are expected to spend at least five hours per week interacting with students outside of class. At least three of these hours should be fixed in-person office hours scheduled to accommodate a wide range of student schedules. The remaining hours may be flexible and include additional in-person office hours, meetings with students outside of these fixed hours, and email and other forms of electronic communication. Fixed in-person office hours should be posted and arrangements for scheduling appointments should be communicated to students at the start of a term. As far as possible, fixed in-person office hours should not be held during chapel period.

C. Examinations
    1. Faculty members are expected to give tests or examinations or make assignments which will evaluate students' comprehension at frequent intervals so that both faculty and students will have a clear conception of progress in a course. The university wishes to avoid any accusation at the end of a semester that an instructor provided no evaluation information that could serve as advance warning that a student was doing inferior work.
    2. According to faculty legislation, no major examination weighing more than 10% of a final grade may be scheduled in the week before final examinations.
    3. Final examinations in all courses are scheduled by the registrar, and all faculty members must adhere to the regular examination schedule. Any deviation from the final examination schedule must be approved by the appropriate departmental chairs and school or college deans.
    4. The faculty's policy regarding final examinations states:
        a. A two-hour block of time will be scheduled Monday through Thursday in the last week of the regular semester for each course. The time is to be used for final examinations or other learning experiences related to the course completed. Friday of the final exam week is available for make-up examinations, follow-up of examinations already given, or student conferences.

b. Students in quarter or partial-semester courses may be evaluated prior to final examinations.

5. Faculty members are required to take all necessary precautions to prevent the circulation of any examination material which is to be used at a later time.
6. All instructors are expected to keep their final examination papers at least thirty days.
7. The faculty member in charge of an examination is asked to secure the aid of other faculty members if additional proctors are needed for administering a test.
8. See references in the general catalog and the Educational Policies Committee manual for information about credit by challenge examinations in the various departments where they are given, about Advanced Placement examinations through the College Board, and about CLEP examinations.

D. Major Examination Immediately Preceding Finals
No major examination (i.e., one weighing more than ten percent of the total class grade) shall be scheduled during the week prior to final examination week. One-credit-hour courses and laboratory sections are exempt from this policy.

E. Reporting Concerns about Students
Faculty members are strongly urged to identify students experiencing difficulty in the courses they instruct, especially in the first six weeks of a fall or spring semester. Poor performance on assignments, lack of participation, irregular attendance, or other criteria may contribute to academic progress concerns depending on the nature of a given course. Faculty members shall be provided a mechanism by which they can communicate concerns about students to initiate an appropriate response from relevant campus partners.

F. Grading and Grade Books
1. Formal grade reports are recorded on student transcripts at the end of each term in the academic year: fall semester, January Term, spring semester, and summer sessions, according to a student's registration.
2. Specific information about the grading system, changing of grades, and student withdrawal from classes is in the general catalog.
3. Detailed instructions for completing grade sheets are issued by the Office of the Registrar before the end of each term. Instructors must comply with deadlines since many other areas of the university are affected by delays that result from grade reports that are either incomplete or late.

G. Teaching and Course Feedback Forms
1. All persons teaching courses in conjunction with their contractual obligation to the university shall ensure that teaching and course feedback forms are administered to each class (other than independent studies) in a manner consistent with the procedures set forth below. The primary purpose of the teaching and course feedback form is to provide instructors with feedback they can use to reflect upon and improve their pedagogy.
    a. The instructor shall provide instructions for completing the teaching and course feedback form including a recounting of the primary purpose of the form. Where possible, the teaching and course feedback form will be completed in class, with adequate time allowed by the instructor. If completed in class, the instructor shall leave the room until the teaching and course feedback forms have been completed. If in-class administration of the teaching and course feedback form is not possible, students may complete the evaluation outside of class. Evaluations will be completed within the last 20% of the course or during the final examination period for the course.
    b. In the case of team-taught courses, students shall provide feedback to each instructor individually. The instructors shall determine the timing of the administration of the teaching and course feedback forms. (For example, if

Professor A teaches the first half of the course and Professor B the last half, A and B shall determine whether it would be more appropriate to administer the teaching and course feedback forms for Professor A at the end of the course or at the conclusion of their active participation in the course).

2. Faculty legislation requires that students be informed that the teaching and course feedback forms and a summary of the teaching and course feedback form data will be provided to the instructor only after grades have been processed. In addition, the results will go to the instructor's academic unit head(s) for review. They will also be reviewed by the Rank and Tenure Committee, the provost, and the president in deliberations regarding promotion and tenure, and by interdisciplinary program chairs for decisions regarding program staffing. Hence, instructors should encourage students to complete the teaching and course feedback forms thoughtfully and carefully.
3. The procedure for appraising the results of the teaching and course feedback forms is as follows:
    a. After the instructor has submitted final grades to the Office of the Registrar, the provost shall provide access to teaching and course feedback form data to the instructor and shall also retain access to this data. Candidates for tenure and promotion are responsible for providing this data to the Rank and Tenure Committee.
    b. At the same time, each instructor's teaching and course feedback form data shall be shared with the appropriate academic unit head(s).
    c. Instructors shall keep the teaching and course feedback form data and any summary reports for five years.
    d. Teaching and course feedback form data and any summary reports play an important role in periodic faculty review according to the procedures spelled out in the Faculty Personnel Policy (Section IV, Part IV).
4. Individual academic units may add additional questions to the teaching and course feedback forms or add processes which are deemed desirable for purposes of faculty development and appraisal within their respective units.

H. Orders for Instructional Materials
The Higher Education Opportunity Act requires that the university have instructional materials selections and prices linked to the student schedule at the time students register for classes. The due date for faculty to submit requisitions for instructional materials for subsequent terms shall be communicated to faculty by the Office of the Provost at the beginning of each semester. Faculty must submit their requisitions for instructional materials by the announced date.

I. Room Assignments
Requests for classroom assignments are submitted through department chairs to the Office of the Registrar. Insofar as possible the registrar attempts to schedule classes as requested, contingent on availability of rooms, projected class sizes, and time preferences.

Section 4. CLASS SCHEDULES

Each semester, a tentative schedule is prepared within each department or school. The tentative schedule indicates courses to be offered, instructors, times, and classrooms. The tentative schedules are transmitted to the registrar for the preparation of the master schedule. Large enrollments require that classes be widely distributed throughout each available hour of the day and week. Changes in the master schedule, including time or place of meeting, may not be made without approval of the registrar, on recommendation of the appropriate chair(s) or dean(s).

Section 5. ACADEMIC CALENDAR GUIDELINES AND PROCESS

A. The following guidelines are to be used by the registrar in developing a draft of the undergraduate academic calendar. Once prepared, the registrar's draft is to be reviewed by the provost. The provost presents a draft calendar to the President's Council for review after which a draft goes to the Faculty Senate for consideration. The authority to adopt the calendar rests with the Faculty Assembly. Once approved by the Faculty Assembly, the calendar shall be published.
B. The graduate academic calendar follows the same process as above except that the Graduate Council shall review the registrar's draft before it is submitted to the provost.
C. General Policies
    1. In accordance with federal financial aid regulations, Fall and Spring Semesters in the undergraduate academic calendar are 15 weeks in duration, a period of time that includes Final Exam Week. A "week" is defined as any calendar week in which classes meet for at least one class day. For most courses a "class day" is any day Monday through Friday, although for some courses a "class day" may include Saturday. No classes are to be held on school holidays.
    2. Graduate calendars may differ from undergraduate calendars. Graduate programs must publish their schedules on a regular basis and inform their students of changes to those schedules in a timely manner.
    3. Calendars are to be adopted at least two years in advance of their starting date and may be amended in accordance with the usual process for calendar adoption.
D. Guidelines for the Undergraduate Academic Calendar
    1. Summer Semester
        a. Summer Semester for undergraduates organized as follows:
            i. Summer Term I – 4 weeks that include 19-20 class days (starts one week after Memorial Day weekend)
            ii. Summer Term II – 4 weeks that include 19-20 class days (starts one week following Summer Term I)
            iii. Accelerated BSN Summer Full Term – 14 weeks (starts the week immediately following Memorial Day weekend)
        b. Memorial Day, Juneteenth, and Independence Day are university holidays. No classes are held.
        c. The Summer Semester calendar should allow residence halls to be cleared of occupancy at least two weeks prior to the start of the Fall Semester.
        d. Summer Term I and II grades are due five business days after the end of the term. Accelerated BSN Summer Full Term grades are due before the first day of Fall Semester.
    2. Fall Semester
        a. Fall Semester is 15 weeks in duration. Fall Semester begins the day after Labor Day except when doing so results in fewer than two weeks between the end of Fall Semester and the first class day in J-term, or fewer than two full weeks between Thanksgiving Break and Final Exam Week.
        b. Labor Day is a university holiday. No classes are held are closed.
        c. Fall Semester shall begin on a Monday or Tuesday.
        d. Convocation is held at 10:00AM on the first day of classes in Fall Semester. Class begin at 12:15PM.
        e. Fall Mid-Semester Break is the Friday of the 7th week of classes.
        f. Veterans Day will be observed during the Wellbeing Break that most closely aligns with the annual calendar date.

g. Thanksgiving Break begins at 1:45PM on the Wednesday before Thanksgiving. Classes resume at 8:15AM the following Monday. PLU offices are closed on Thursday and Friday of Thanksgiving Break.
h. Fall Semester grades are due no later than one business day prior to the beginning of J-term. Here, a "business day" is defined as a day in which PLU offices are open.

3. January Term
    a. J-term is 4 weeks (19-20 class days) in duration and should begin no sooner than two calendar weeks after the end of the preceding Fall Semester.
    b. Birthday of Martin Luther King, Jr. is a university holiday. No classes are held.
    c. J-term grades are due no later than one business day prior to the start of Spring Semester. Here, a "business day" is defined as a day in which PLU offices are open.
    d. J-term Study Away courses must return by the last day of the J-term, must conform to the standard deadlines for submission of grades, and may not extend any deadlines into Spring Semester.
4. Spring Semester
    a. Spring Semester is 15 weeks in duration and should begin no sooner than one calendar week after the end of J-term unless doing so will result in Spring Semester ending after Memorial Day weekend. If that would occur, Spring Semester may begin directly after J-Term.
    b. Spring Semester may begin on any day of the week.
    c. Presidents' Day is a university holiday. No classes are held.
    d. Spring Break begins after seven weeks of the semester and is one week in duration. Classes resume at 8:15AM on the Monday following Spring Break.
    e. When Easter falls at the beginning of Spring Break, Good Friday is a university holiday and classes resume on Monday after Spring Break at 8:15AM.
    f. When Easter falls at the end of Spring Break, classes resume on Monday at 8:15AM following Spring Break.
    g. When Easter is separate from Spring Break, Good Friday is a university holiday and classes resume on Monday at 8:15AM.
    h. Commencement follows the Final Exam period.
    i. Spring Semester grades are due no later than one business day prior to the start of Summer Term I. Here, a "business day" is defined as a day in which PLU offices are open.

Section 6. ACADEMIC YEAR RESPONSIBILITIES

Normal fulfillment of a faculty contract entails a variety of on-campus responsibilities outside the classroom throughout the 4-1-4 academic year. This includes January Term even when a faculty member is not teaching then.

Section 7. REGISTRATION

A. The Office of the Registrar supplies faculty members and students with appropriate information about registration as required.
B. The normal course load for undergraduate students in good standing is 12-17 semester hours of credit per semester, with 5 hours maximum during the January Term and 6 hours in the summer sessions. Provisional students, students on probation, and students reinstated after having enrollment terminated for academic reasons, are advised to carry the minimum full-

time load of 12 semester hours.

C. Changes in registration that involve adding or dropping courses may be made during the first two weeks of a term in accord with provisions in the general catalog. Students who drop a course after two weeks must obtain the instructor's signature and thus secure authorization for a withdrawal (W) to be entered on their transcripts.

Section 8. CANCELLATION

Neither an instructor nor a department has sole authority to cancel instruction in a subject. Unusual situations should be brought to the attention of the appropriate school or college dean for recommendation to the provost.

Section 9. CLASS LISTS

Class lists are distributed to all instructors on the first day of each term. The second class lists are distributed on the sixth day of each term. A more final list is distributed after the tenth day of each term, after changes in registration have been processed. No names may be added or deleted from class rosters after the deadline date for adding courses to a student's registration. Any discrepancies in the class list should be reported to the Office of the Registrar immediately.

Section 10. CLASS ATTENDANCE—STUDENTS

A. The university assumes that every student has freely accepted personal responsibility for regular class attendance. Although attendance itself is not a measure of successful learning, and course grades are issued on the basis of academic performance and not on the basis of attendance alone, such performance normally includes regular participation in the total class experience and is evaluated accordingly. In the event of unavoidable absence, students are strongly encouraged as a matter of courtesy to inform their instructors and may be required to do so. Any arrangements for missed work are discretionary between instructor and student, except as specified below.

B. Undergraduate students officially representing the university off campus for a performance, competition, or academic presentation shall not be penalized solely for missing class due to such events (including travel time). With prior documentation of such involvement, these students shall be allowed to complete missed exams or, at the discretion of the course instructor, substitute an alternative assignment. However, whether a missed lab, clinical, or other in-class activity may be made up shall be up to the academic unit.

C. The burden is always on the student, not the faculty member, to take steps to remedy the effects of absences from class. In particular, the student is responsible for making prior arrangements with the instructor to complete missed work or to substitute comparable work instead. An academic unit may adopt shared policies to govern such assignments, including an expectation that the work be submitted, or the test taken, prior to the absence.

Section 11. CLASS ATTENDANCE—FACULTY

A. Instructors who know in advance that they will be away from campus during scheduled class periods are responsible to arrange that their classes are covered during their absence.

Arrangements should be cleared through department chairs or deans. Emergency absences should be reported at the earliest hour to the department chair or dean concerned.

B. If an instructor is absent because of their own illness—or that of a family member—lasting more than three days, procedures outlined in the Family and Medical Leave of Absence policy should be followed.

Section 12. INSURANCE COVERAGE

The comprehensive liability insurance policy of Pacific Lutheran University provides coverage to the institution for any activities it conducts on or off campus. The coverage has been broadened to extend to trustees, officers, employees, and even volunteers for any activity they undertake that is sanctioned by the university and that furthers the interest of the university. To a limited extent, the personal liability of a student is also covered, but this coverage is restricted to those activities required of students by the university as a condition to students accomplishing their course work. Specifically, for students, it does not apply to extracurricular activities.

Section 13. INTEGRATIVE LEARNING OBJECTIVES OF PACIFIC LUTHERAN UNIVERSITY

A. Pacific Lutheran University's Integrative Learning Objectives (ILOs) are designed to provide a common understanding of how learning at PLU is targeted. These objectives offer a unifying framework for understanding how our community defines the general skills or abilities that should be exhibited by an individual who is granted a PLU bachelor's degree. Therefore, they are integrative in nature.

B. University policy, adopted by the Provost's Academic Council and the President's Council in the summer of 1998, lodges responsibility for the singularly academic components of assessment directly with academic departments, schools, and cross-disciplinary programs and their administrators. The ILOs are intended to provide these units with a conceptual reference in their efforts to build on and reinforce the goals of the General Education Program elements in their own particular curricula, as well as to assist the university in such assessment related activities as general student and alumni surveys. Academic units may refer to the ILOs in their annual assessment reports. Not all ILOs are expected to be dealt with equally by every program, much less by every course. (Any change in the current university policy that lodges primary responsibility for academic assessment with academic units and programs will include consultation with the faculty through its standing governing structure.)

C. The ILOs do not represent, by themselves, all of our understanding of education. Rather, they are a part of a more complex web of education. One can conceptualize the outcomes of a PLU education in three general categories: knowledge, skills or abilities, and values and attitudes. These outcomes occur simultaneously at the individual course, program or major, and institutional levels. Work to develop and measure or evaluate the learning outcomes of students is connected to and informed by the learning outcomes set by groups of faculty in departments, schools, and programs. Likewise, these activities are guided by the outcomes established by the whole faculty for all PLU graduates. Students' perceptions of the educational process should provide useful feedback at all three levels.

D. The ILOs, which relate primarily to the skills/abilities domain at the whole institutional level, range from the ability to critically analyze and resolve complex issues and problems to being able to work in and understand constantly changing environments, cultures, and times. They transcend disciplines and specialized knowledge, but are not meant to replace or change the contextualized knowledge base of disciplines and fields. They are meant to serve as a useful framework that unifies education throughout Pacific Lutheran University while disciplinary

study provides students with the knowledge and understanding of a field that will allow them to function effectively in their chosen area. With respect to this base of knowledge, these global statements can be made:

1. The PLU graduate is expected to have a broad knowledge of the basic liberal arts and sciences.
2. The PLU graduate should have an understanding of the interconnections among these basic liberal arts and sciences that provide the broad framework for living with the complexities of life.
3. The PLU graduate is expected to develop an in-depth knowledge of a specified area of knowledge designated as a major within the university.
4. The PLU graduate should have an understanding of the interconnections among the basic liberal arts and sciences and the in-depth knowledge of her/his specified major area.

E. The Integrative Learning Objectives

In addition to the knowledge base described above, and an awareness of how different disciplinary methodologies are used, every student at Pacific Lutheran University is expected to develop the following abilities:

1. Critical Reflection
    a. Select sources of information using appropriate research methods, including those employing technology, and make use of that information carefully and critically.
    b. Consider issues from multiple perspectives.
    c. Evaluate assumptions and consequences of different perspectives in assessing possible solutions to problems.
    d. Understand and explain divergent viewpoints on complex issues, critically assess the support available for each, and defend one's own judgments.
2. Expression
    a. Communicate clearly and effectively in both written and oral forms.
    b. Adapt message to various audiences using appropriate media, convention, or styles.
    c. Create symbols or meanings in a variety of expressive media, both verbal and nonverbal.
3. Interaction with Others
    a. Work creatively to identify and clarify the issues of concern.
    b. Acknowledge and respond to conflicting ideas, principles, and traditions, identifying common interests where possible.
    c. Develop and promote effective strategies and interpersonal relationships for implementing cooperative actions.
4. Valuing
    a. Articulate and critically assess one's own values, with an awareness of the communities and traditions that have helped to shape them.
    b. Recognize how others have arrived at values different from one's own, and consider their view charitably and with an appreciation for the context in which they emerged.
    c. Develop a habit of caring for oneself, for others, and for the environment.
    d. Approach moral, spiritual, and intellectual development as a life-long process of making informed choices in one's commitments.
    e. Approach one's commitments with a high level of personal responsibility and professional accountability.
5. Multiple Frameworks
    a. Recognize and understand how cultures profoundly shape different assumptions and behaviors.

b. Identify issues and problems facing people in every culture (including one's own), seeking constructive strategies for addressing them.
c. Cultivate respect for diverse cultures, practices, and traditions.
d. Note: even though these objectives are listed here as discrete elements, they are highly interconnected.

Section 14. STATEMENT ON LEARNING ENVIRONMENTS

A. With learning at the heart of our enterprise, Pacific Lutheran University must insist on high standards for the physical and virtual environments in which we engage our students. These spaces should communicate to students that their learning is our highest priority and facilitate with smart design and appropriate resources our ability to pursue our mission. Well-designed and maintained environments positively affect concentration, morale, and behavior; help attract and retain both students and faculty; and are essential to activities of learning, whether this means encouraging lively, thoughtful, and inclusive verbal exchanges or conducting inquiry using specific technology in the lab, classroom, studio, rehearsal room, online, or elsewhere.
B. Thus, Pacific Lutheran University supports excellent and well-maintained learning spaces (including, but not limited to, classrooms, laboratories, studios, rehearsal rooms, clinical and athletic spaces, and offices) in keeping with the following statement of values:
    1. Learning spaces should be comfortable, convenient, spacious, acoustically well-designed, well-lit, aesthetically pleasing, and equipped appropriately for the instruction assigned to that space.
    2. Information technology should be thoughtfully deployed to give students exposure to up-to-date platforms, extend the boundaries of the classroom, facilitate communication, and make informational resources more accessible.
    3. Strong initiatives regarding faculty development will empower instructors to make best use of available resources and shape the new instructional landscape as technological advancement leads to the design of imaginative learning environments that extend beyond classrooms and class times.
    4. The process of continually updating our teaching spaces and instructional technology will ideally combine long-term vision about optimal design with a systematic approach to improvements that includes input from the faculty utilizing those spaces, as well as rigorous adherence to a rising minimum standard for every learning space.
    5. Systems for reporting and addressing problems will optimize communication and response time.
    6. Dedication of funds to all of these efforts—as determined long-range in the campus master plan development and in procedures for allocations over shorter terms (such as through capital improvement and equipment budgets)—will be as transparent as possible, so that the university community can cooperatively set priorities.

Section 15. JANUARY TERM RATIONALE

A. The January Term's intensive, four-week format is a unique pedagogical opportunity. It supports study away, in-depth focus on a single theme or topic, and the use of student-centered and active-learning pedagogies. The January Term's intensive format also supports other pedagogical activities that contribute to building an intentional culture of learning inside and outside the classroom.
B. Taking advantage of January Term's unique format will strengthen PLU's academic program,

contribute to the flourishing of the university's academic culture, showcase the themes that PLU 2010 identifies as defining a distinctive education, and allow PLU to distinguish itself among universities in the region.

C. The January Term offers an opportunity for an intensive First-Year Experience Program that combines rigorous academic study with co-curricular activities that serve the goals of the First-Year Experience Program—thinking, literacy, and community. Further, the January Term offers the opportunity to orient students to PLU's mission, support them in understanding how they position themselves within the PLU community and the world, and support them as they embrace their role as active citizens.
D. Academic offerings in the January Term should be those that are suited to the intensive, four-week pedagogical context.
E. Offerings particularly suited to the January Term include:
    1. International and domestic study away.
    2. Service-learning.
    3. Student-faculty research.
    4. Major and minor program offerings particularly suited to an intensive format.
    5. First-Year Experience courses.
    6. Some internship opportunities.
    7. Experiential learning opportunities (courses that link intellectual study with active experiences based on that learning).
    8. Courses appropriate to the intensive format because of individual faculty style and pedagogical decisions.
    9. Other courses that, for pedagogical reasons, are effectively offered in an intensive term.
    10. Curricular and co-curricular programming that contributes to an intentional culture of learning and so supports a flourishing academic culture at PLU.

Section 16. SUMMER SESSIONS

A. Summer Sessions Salaries
    1. Each year, summer salaries are set after considering summer tuition rates, annual PLU salaries, and regional salary trends. Payment of full salary is contingent upon adequate minimum enrollments, with exceptions made by the Provost's Office, in consultation with deans, chairs, and faculty, to support courses in selected areas. Each year information for determining summer session salaries will accompany faculty contracts.

Section 17. CONSORTIAL COURSES

A. **"**Consortial courses" refers to courses that are contracted by PLU but taught by faculty who are hired and managed by an entity outside the university. While these courses can be helpful for our students' academic development and strategic for program innovation, Pacific Lutheran University's academic mission is upheld by the faculty who are hired, cultivated, and regularly reviewed by colleagues at PLU. Consortial courses can be utilized but should support rather than replace existing programs and programs taught by faculty at PLU.
B. In addition, because other required review processes focus on the faculty member, and thus do not apply when PLU does not employ the instructor, consortial courses necessitate additional review.
C. When courses receiving PLU credit are contracted through consortia that hire and manage instructors independently of PLU, those courses must be approved through existing curricular policies. Such approval is also required for a course that is currently offered by PLU faculty if

a program proposes to instead offer it through a consortium.

D. In addition, two additional requirements must be met:

1. Annual Assessment
    a. When submitting EPC proposals involving consortial courses, the academic unit submitting the proposal must also submit a plan for regular assessment of the course(s) regarding the extent to which the course meets the degree or program goals, the extent to which the course is aligned with the PLU mission, and the extent to which the course reflects PLU's commitment to excellence in teaching, as indicated by the *Faculty Handbook*, Bylaws, Article V, Section I, Part B.2.a.iii.
    b. This plan should include a commitment to gather and retain data from every offering of the consortial course(s).
    c. It should also include a commitment to submit an annual assessment based on that data every year that a consortial course is offered.
    d. The plan should specify who will gather and analyze this data and ensure it is submitted with the annual unit report.
2. Fourth Year Review
    a. Consortial courses and academic programs that depend upon consortial courses will be initially approved for 4 academic years. In the fourth year after approval, the unit will need to inform the Office of the Provost whether they intend to continue offering consortial courses. If so, they will be subject to a review.
    b. This process is distinct from and in addition to the regular program reviews conducted of all academic units by the Office of the Provost.
    c. The Office of the Provost will maintain the schedule of such reviews, and will notify the academic unit and the Educational Policies Committee six months before a review is due.
    d. If an academic unit that is already offering consortial courses proposes to add additional consortial courses may stipulate in its EPC proposal that it is adding these courses to the existing cycle of review, or may start a new four-year cycle for the new courses.
    e. The reviews will be conducted by a committee of faculty formed by and reporting to the Educational Policies Committee. This review committee will be understood to be acting on behalf of the faculty, and its decisions can only be overruled by Faculty Assembly. Such committees should include four faculty, one from each college and none from the academic unit offering the credit.
    f. Academic units under review should submit to the review committee the annual data and analyses they have gathered along with an explanation of how the consortial courses are meeting their students' needs and of why it is not advisable to hire or redeploy PLU faculty to teach such courses.
    g. The review committee will have the option of meeting with the academic unit and/or its leadership if they deem it necessary.
    h. The review committee will conclude its report with one of three decisions:
        i. The academic unit should be allowed to continue using the consortial courses in question indefinitely, as long as annual assessment continues.
        ii. The academic unit should be allowed to continue using the consortial courses in question for four more years, at which point there should be another review.The review committee will conclude its report with one of three decisions:
        iii. The consortial courses in question no longer has faculty approval and may only be included in academic schedules for one semester after the completion of the review.
    i. The Educational Policies Committee will communicate the review committee's decision to the academic unit and to the Provost.
    j. Academic units who disagree with the decision made by the review committee can

appeal to the Faculty Senate.

SECTION IV: PERSONNEL POLICIES AND EMPLOYMENT BENEFITS

Part I. – ACCESS TO PERSONNEL AND FACULTY FILES

Section 1.

A. In accordance with state law, faculty members may inspect their personnel file if such a request is made in writing to Human Resources. Personnel files are maintained in Human Resources. A faculty member may petition Human Resources to remove information from the personnel file that they believe to be inaccurate. If Human Resources declines do so, the faculty member may place a rebuttal statement in the personnel file.
B. Confidential information regarding a member of the university's faculty, such as evaluative material prepared by colleagues and others, is not normally maintained in the faculty member's personnel file. Such material may be placed in faculty files maintained by the president, the provost, the dean of the member's school or division, and/or the chair of the faculty member's department. This material is not subject to regular access by the faculty member. A faculty member who is concerned about confidential information in their faculty file should contact the provost. The provost or president may authorize access to information in these files. A faculty member may petition the provost to remove information from the faculty file that they believe to be inaccurate. If the provost declines to do so, the faculty member may petition the Conciliation Committee and/or place a rebuttal statement in the faculty file.
C. Any request from third parties for any information contained in a faculty member's personnel file, faculty file, or other confidential files, must be made through the president. Persons who are not connected with the university shall not have access to any personnel file, faculty file, or other confidential files except where access is required by law, or with written permission from both the individual faculty member concerned and the president.
D. In cases where certain committees, because of their functions, may require relevant information from a faculty member's personnel file, faculty file, or other confidential files, such information may be made available at the discretion or direction of the provost or the president. Deans and chairs may request to review the personnel file, faculty file, or other confidential files of a faculty member in their unit.
E. In no case shall any information be copied or taken from a personnel file, faculty file, or other confidential files except with written permission from the provost or president.

Part II. – EQUAL OPPORTUNITY, AFFIRMATIVE ACTION, AMERICANS WITH DISABILITIES ACT, AND SEXUAL MISCONDUCT

For the most current version of these university-wide policies, with which all faculty must comply, go to https://www.plu.edu/personnel-manual/

Part III. – PHILOSOPHY OF FACULTY COMPENSATION

Section 1.

Pacific Lutheran University's academic quality and reputation for excellence depend most directly on its faculty who foster its mission to "…empower students for lives of thoughtful inquiry, service, leadership and care—for other people, for their communities, and for the earth." Students are intellectually stimulated, challenged academically, and engaged in the mission of the university when they interact with quality faculty who are engaged in that same mission. These interactions represent a considerable investment. Faculty give generously of themselves to students, not only as teachers, but also as mentors and advisors to students exploring their vocational questions.

Section 2.

Faculty are motivated by their passion for their disciplines, as well as their love of teaching. Both must be embraced and supported. The university values and recognizes its dependence on faculty who are committed to excellence and who are vitally engaged in their teaching, scholarship, and citizenship. Further, it seeks to cultivate such a faculty. Doing so requires that the university honor faculty's investment in the shared mission of Pacific Lutheran University by acknowledging and supporting faculty's efforts in teaching, scholarship, and citizenship.

Section 3.

A. The university must recognize the value of hiring tenure-track faculty and retaining tenured faculty. It must recognize the considerable intellectual capital that faculty bring to their dual roles as teachers and scholars, and provide appropriate resources for faculty's research and creative projects. This will allow faculty to grow as teachers and scholars and, in turn, stimulate and challenge our students.
B. Thus, Pacific Lutheran University supports a compensation system for faculty (direct compensation, benefits, and career-related investments) that:
    1. Is compatible with and supportive of the university's mission statement.
    2. Is fair and non-discriminatory.
    3. Attracts and retains a highly qualified diverse faculty by setting pay competitive with peer institutions and recruiting markets, and which is at the same time aligned with the availability of institutional and unit resources.
    4. Demonstrates the high value the university places on excellent faculty by rewarding the tenure and promotion of productive and skilled teachers, scholars, and university citizens.
    5. Helps the university compete successfully for faculty with a mix of disciplinary expertise and skills vital to its mission.
    6. Provides long-term opportunities and resources for professional development.
    7. Is reviewed annually to ensure that it remains competitive with the appropriate peer institutions.

Part IV. – FACULTY PERSONNEL POLICY

Section 1.

A. Faculty members at Pacific Lutheran University enjoy all rights not only of the law of the land but also of their individual contracts with the university, which incorporate those embodied in the Faculty Constitution and Bylaws as approved by the Board of Regents under the Articles of Incorporation and Bylaws of the university. The university is understood to be an institution whose members are responsible for and to its policies.
B. Universities exist for the preservation, perpetuation, and expansion of knowledge and truth. This tradition is grounded in the traditions of the most ancient Western universities. The Lutheran Reformation promoted transformative ideas about the freedom of conscience, interpretation, and inquiry—ideas that contributed to the development of a Lutheran higher education tradition. Institutions in this tradition, such as Pacific Lutheran University, affirm the rights and responsibilities of all academics to search for truth. This search requires the rights of full academic freedom that is essential to teaching and to research. Academic freedom implies fundamental protection of the rights of faculty in teaching and of students to freedom in learning. Freedom in research is fundamental to the advancement of truth. As an institution firmly grounded in the tradition of Lutheran higher education, Pacific Lutheran University upholds these Principles of Academic Freedom for all faculty:
    1. Faculty are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of other academic duties.
    2. Faculty are entitled to freedom in the classroom in discussing their subject, but should be careful not to introduce into their teaching controversial matter which has no relation to their subject.
    3. Faculty are citizens, members of learned professions, and officers of an educational institution. As citizens, faculty are free from institutional censorship or discipline. As scholars and educational officers, faculty should remember that the public may judge the academic profession and Pacific Lutheran University by their utterances. When speaking as scholars and educational officers, faculty should be as accurate as possible, should exercise appropriate restraint, should show respect for others, and should make every effort to indicate whether or not they are speaking for the institution.
    4. Faculty affirm the freedom of expression and academic freedom of students as detailed in the Student Code of Conduct.
C. The principles above and the policies below are grounded in the belief that the protection of academic freedom by tenure has as its operationally central provision the right to teach, freely yet responsibly, in one’s discipline.
D. The university strives to provide every member of the faculty with a harmonious environment conducive to good performance.
    1. Faculty members should refrain not only from unethical actions toward their colleagues, but also from any that could objectively be regarded as demeaning. This is not to be construed, however, to limit anyone’s right and duty to correct or criticize individual actions, statements, or judgments of anyone when this lies within the scope of one’s regular activities as a scholar, faculty member, or citizen. Nor is it to bar the giving of unfavorable but objective evaluation of anyone in the course of organized periodic review procedures.
    2. The teaching assignments for all faculty members should as well as possible reflect their

academic preparation, experience, and interests. Teaching schedules should be based on the needs of students and programs and should be fair for all faculty members. When making assignments, administrators should give maximum consideration to the preferences and best interests of individual faculty members.

3. The considerations above should apply equally to the provision of teaching facilities, office space, library and equipment funds, secretarial services, and any other tangible aspects of the working arrangements for faculty members.
4. Criteria for promotion should be applied uniformly to all candidates, regardless of varying prepossessions or prejudices that might be involved.
5. All faculty members should share to some reasonable degree in the salary improvements available in any given year. In addition to promotion raises (see below), additional adjustments could include across-the-board salary increases, adjustments to rectify salary inequities, adjustments for consistency with external comparable salary levels, and adjustments for years of experience. A seemingly reasonable guideline is to use at least half of the funds available after promotion raises for across-the-board salary increases. In order to maintain an equitable salary structure, and to prevent undue compression between ranks in the future, adjustments for promotion should be a consistent 10% of the current median salary of the rank to which a faculty member has been promoted. Such increases reflect the professional accomplishments that promotion indicates.
6. No faculty members should be denied rights or privileges for which they qualify under university policies. This applies, for example, to appointment to regular rank and accompanying eligibility for tenure, which the Constitution Bylaws (Article V, Section 1, Subsection a,2) state must be given to all full-time teachers.

E. The university community strives to secure the rights of its individual members, including those of due process, especially when conflict arises between members or between the university and its members.
    1. Disciplinary action (e.g., denial of an across-the-board salary increase) should not be taken against a faculty member without a clear statement in writing of the reason(s). Sufficient notice should be given so that correction of the record and/or other explanatory or defensive action may be taken before irreparable effects accrue. For the same reason, during any challenge of a faculty member's actions, rights, or standing, utmost caution should be exerted to afford maximal protection of personal and professional reputations, especially among students and colleagues.
    2. Disciplinary action taken against a faculty member, where it can be justified and must be employed, should not be personally demeaning, nor should it be of such nature that it itself becomes a barrier to the faculty member in attempting to correct or improve performance. In no case shall any discomfiting action or pattern of actions be taken against a faculty member to encourage resignation.
    3. If from observation and evaluation of performance a faculty member's colleagues and administrators conclude that they are not performing at acceptable levels, they should be given counsel by administrators and also be given every reasonable tangible assistance that they, the immediate academic superior, and a mutually acceptable third faculty member decide by majority vote is needed to effect improvement. ("Reasonable" here means possible within the constraints of time, budget, and facilities that apply to faculty in the university generally.)
    4. Only in cases in which immediate harm to students, colleagues, or individuals themselves is a demonstrable possibility should any faculty members be suspended, and this should be with full continuing pay. The suspension order and the reason for such summary action should be given in writing, and formal termination or dismissal proceedings should be begun within no less than thirty and no more than sixty days of

that time.

5. The administration is directed by the Faculty Constitution Bylaws to bring any potential dismissal case to the Conciliation Committee (Article VI, Section 2). A faculty member, after seeking remedy through normal administrative channels, may bring any problems to the Conciliation Committee (Article VI, Section 1). This committee should organize itself in such a way that for each case presented to it, one of its members is identifiably responsible for directing its study. Promptness of action in its conciliatory efforts will often be crucial, and it should attempt to conciliate, or to issue its considered judgment on a fair conciliation, within no more than thirty days.
6. The Conciliation Committee should recognize that the faculty as a whole is always one of the interested parties in any faculty member's case in which problems of inadequate or unclear policy are found. In such a case, it should inform the faculty not of names or other details of the case, but of all issues of policy and procedure and give its recommendations for corrections.

Section 2. FACULTY REVIEW PROCESS FOR TENURE-TRACK AND TENURED FACULTY

A. Organized periodic review procedures cover the time both before and following the granting of tenure. The objective is to promote faculty development, ensure teaching effectiveness and the fulfillment of instructional and other faculty responsibilities, and promote fair treatment within the university. Comprehensive peer review is the hallmark of an autonomous, self-governing faculty body and is essential to our practice as responsible members of the academy.
B. These regular reviews are designed to serve a number of university constituencies and important functions of the university.
    1. To serve individual faculty members in the pursuit of tenure and promotion by assessing the progress of faculty members with regards to teaching, scholarship and service.
    2. To support the work of the Rank and Tenure Committee by establishing a relatively uniform system of equitable evaluation for faculty members between and across units.
    3. To contribute to ongoing assessment across the university by allowing the university to remain in compliance with accreditation bodies on issues of faculty review.
C. The review process described in the Faculty Handbook brings the timeline and practices of departments, divisions, schools, and programs in line with the criteria for the review process determined by faculty legislation.
D. In order for chairs and deans to complete accurate and timely reviews and to ensure that each faculty member is being treated fairly in the process, it is the primary responsibility of the faculty member to know all review deadlines, complete all reports, and, where necessary, respond to reviews in accordance with the timeline as indicated in the PLU Faculty Handbook.
E. It is the primary responsibility of the chair of each department or dean of each school to make sure reviews are conducted in accordance with PLU Faculty Handbook policy. Toward this end, the Office of the Provost will work with faculty, chairs, and deans by keeping a master schedule for reviews, providing timely reminders, and assuring the quality of the peer review process.
F. Before the granting of tenure, review procedures shall be as follows:
    1. By June 1, the faculty member will submit to their academic unit head, a report of activities for the closing academic year. A template for the annual activity report will be provided by the Office of the Provost.
        a. The report will include a self-evaluation, reflections on available teaching and course feedback forms, and a discussion of priorities for the coming academic year in regards to teaching, scholarly/professional activity, and service. The criteria used in the reports will be those for appointment, promotion, and rank described

in the Bylaws to Article V of the Faculty Constitution, or commensurate criteria adopted for this purpose by departments, schools or colleges.

b. Academic units are encouraged to conduct peer evaluations also.

2. The academic unit head will by July 15 write an annual performance review for each faculty member, which shall be based on the report described in 1.a. above and other sources of information such as classroom visits, reviews by peers, and scholarly products. The academic unit head will use the criteria for appointment, promotion, and rank described in the Bylaws to Article V of the Faculty Constitution, or commensurate criteria adopted for this purpose by departments, divisions, schools or colleges. The academic unit head will meet with the faculty member and discuss the report and performance review. Written and signed records of each meeting shall be made, copies of which are retained by faculty members, academic unit head and submitted to the Office of the Provost, along with a copy of the faculty member's report and of the review by the chair or dean, by September 15. The faculty member may supplement the review by appending their own statement to the review as it is forwarded by the academic unit head to the Office of the Provost.
3. The discussion (2 above) will be specific with regard to each faculty member's strengths and weaknesses, including recommendations for improvement and an appraisal of any significant reservations about performance including teaching, scholarly/professional activity, and service.
4. The first evaluation at the university shall note in writing that a faculty member has been informed of the conditions of employment, expectations for teaching, scholarship, and service, and the rank and tenure rules of the university.
5. During the third year of probationary credit leading toward tenure, a comprehensive written review by the academic unit head is due February 26 to the College Dean and the Office of the Provost (for those hired with credit towards tenure, see note below about the timing of the review). This will constitute the annual review for the third probationary year. The review will be generated according to the procedures described above (at F.1-4, deadlines adjusted). The review will in addition explicitly address the advisability of retaining a faculty member based on the following:
    a. Evidence of the faculty member's past and current performance. Procedures for the handling of the third-year or other subsequent comprehensive reviews shall be conducted in such a way that this review is congruent in evidence and practice with the procedures for tenure and promotion review. While each academic unit is granted the authority and responsibility to set their own specific review guidelines (see note below), all reviews shall include consideration of the following:
        i. Materials assembled by the candidate that provide evidence of their performance in teaching, scholarly/professional activity, and service. Evidence will include a resumé; self-assessment statement; teaching and course feedback forms and any summary reports; and any other documents that may be useful. These might include copies of publications and other scholarly work, copies of syllabi and other course materials, and/or evidence of service activities. These materials shall be distributed to colleagues in the academic unit. These materials may also be made available to the other colleagues who have been invited to provide input about the faculty member.
        ii. Letters from colleagues solicited specifically for the review process. This should include letters from all colleagues in the unit, all team-teaching colleagues, the head of any inter-disciplinary and/or core academic programs in which the faculty member teaches, and any other colleagues designated by the faculty member to provide input for the review on any aspect of the faculty member's performance that they wish. It is especially important to

have letters from those who can provide input based on direct observation of teaching.

b. Expectation of continued competence and/or reasonable progress toward tenure and promotion criteria (described in the Bylaws to Article V of the Faculty Constitution) and any applicable department, division, school, or college criteria.
c. Academic unit and university projected needs, staffing, and planning.
d. Notes:
    i. Procedures for the handling of third-year and subsequent reviews shall be more explicitly developed in academic units and/or colleges. In all cases, however, for the third-year review, the review committee will include a faculty member from outside the person's unit, appointed by the provost after consultation with the college dean. The role of the outside committee member shall be to provide a pan-university perspective to the review process. This person shall participate fully according to the third-year review procedures of the unit. A candidate's file is due to the academic unit by January 15, letters from colleagues are due to the academic unit head by February 8, and a draft comprehensive third-year review is due to the faculty member by February 18.
    ii. For faculty members who were hired with years of credit toward tenure, the timing of the third-year review shall be as follows: (1) with one year of credit toward tenure, the review shall occur in the third year of tenure eligibility (i.e. the second tenure-stream year at PLU), (2) with two years of credit towards tenure, the review shall occur in the fourth year of tenure eligibility (i.e. the second tenure-stream year at PLU), and (3) with three years of credit towards tenure, the review shall occur in the fourth year of tenure eligibility (i.e. the first tenure-stream year at PLU). If a faculty member has two years of credit toward tenure as the result of service at PLU, then that faculty member may elect for their third-year review to occur in their first tenure-stream year at PLU after consultation with their academic unit head, college dean, and provost and only if specified in their contract at time of hire to the tenure-eligible position.

6. During the year in which an individual is a candidate for tenure a comprehensive review about that person (following the Rank and Tenure Committee Procedures in the Faculty Handbook, Section IV, Part IX, Section 1, "Consideration for Tenure") will be completed according to the timetable set by the Rank and Tenure guidelines (see Rank and Tenure Committee Procedures in the Faculty Handbook, Section IV, Part IX, Section 5). This will constitute the annual review for the sixth probationary year.
    a. Copies of these statements shall be retained by the provost.
    b. It shall be the responsibility of the provost to provide this information to the Rank and Tenure Committee when faculty members are under consideration for promotion or tenure.
7. Nothing in this section precludes recourse to the university grievance procedure, described in the Bylaws to Article VI, "Grievance, Disciplinary, and Dismissal Procedures" of the Faculty Constitution.

G. After the granting of tenure, continued review procedures shall be as follows:
1. By June 1, the faculty member will submit to the academic unit head, as appropriate, a report of activities for the closing academic year. A template for the annual activity report will be provided by the Office of the Provost.
    a. The report will include a self-evaluation, reflections on teaching and course feedback forms, and a discussion of priorities for the coming academic year in regards to teaching, scholarly/professional activity, and service. The criteria used

in the reports will be those for appointment, promotion, and rank described in the Bylaws to Article V of the Faculty Constitution, or commensurate criteria adopted for this purpose by departments, divisions, schools or colleges.

b. Where applicable, the report will describe an individual's plan for sabbatical leave or other self-improvement. (See "Sabbatical, Regular, and Special Leaves of Absence" in the Faculty Handbook, Section IV, Part X, Section 4.)

2. During the fourth year and the subsequent fourth year after achievement of tenure, the academic unit head will complete a comprehensive review according to the procedures described in (F.5.a.i-ii.) above, focusing on the faculty member's performance in the years since the last such review and progress toward promotion. This review should take into consideration the previous self-evaluations and reviews. The academic unit head will meet with the faculty member and discuss the written review by April 21. The report along with the review by the academic unit head shall be due April 30 to the college dean and the Office of the Provost.

H. For those faculty members who achieve the rank of professor, or have been tenured for eight years, continued review procedures shall be as follows:
   1. By June 1, the faculty member will submit to their academic unit head, a report of activities for the closing academic year.
      a. The report will include a self-evaluation, reflections on available teaching and course feedback forms, and a discussion of priorities for the coming academic year in regards to teaching, scholarly/professional activity, and service. The criteria used in the reports will be those for appointment, promotion and rank described in the Bylaws to Article V of the Faculty Constitution, or commensurate criteria adopted for this purpose by departments, schools, or colleges.
      b. Where applicable, the report will describe an individual's plan for sabbatical leave or other self-improvement. (See "Sabbatical, Regular, and Special Leaves of Absence" in the Faculty Handbook, Section IV, Part X, Section 4.)
   2. Each fifth year, the academic unit head will complete a comprehensive review according to the procedures described in (F.5.a.i-ii.) above, focusing on the years since the last review. The academic unit head will meet with the faculty member and discuss the written review by April 21. The report along with the review by the academic unit head shall be due April 30 to the college dean and the Office of the Provost.

I. Whenever a faculty member serving as an academic unit head is due for a review, their college dean is responsible for managing that review or appointing a designee to manage it.

J. These procedures for faculty review are not the procedures for censure or dismissal, which are dealt with separately in the Faculty Handbook (Bylaws to Article VI of the Faculty Constitution and D. below).

K. The faculty has recommended that the provost provide to the Rank and Tenure Committee such information on any tenured faculty member being considered for dismissal, and that the provost obtain the early and continuing advice of the Rank and Tenure Committee in such cases. Any such role of the Rank and Tenure Committee precedes use of the more formal mechanisms for conciliation or dismissal that are provided in the Faculty Constitution and Bylaws.

Due Feb 18/ Feb 26*	Due Mar 15	Due Apr 21/ Apr 30*	Due Jun 1	Due Jul 15/ Sept 15*	Due on 3rd Monday of September

Before Tenure	Third-Year Review (faculty member's files due Jan 15)			Annual activity report and self evaluation	Annual Review	Tenure Review
After Tenure	faculty member	Report on previous four-year experience	Review of tenured faculty member (every four years)	+Annual activity report and self evaluation		
After Promotion to Professor or after 8 years as a tenured	faculty member	Report on previous five-year experience	Review of tenured faculty member (every five years)	+Annual activity report and self evaluation		

* The first date is when the draft review is due to the faculty member. The second date is when the final review is due in the Office of the Provost.
+ Academic unit heads receive this, but do not write a review.
[For guidelines on conducting these reviews, consult the Office of the Provost homepage under "Academic Policies and Guidelines."]

Section 3. FACULTY REVIEW PROCESS FOR CONTINGENT FACULTY

A. The purpose of these reviews is to ensure quality teaching and learning is consistent across the university. In addition, these reviews are an essential component of on-going university assessment. These reviews also support the professional development of our faculty members.
    1. Within 30 days of the end of the term in which teaching responsibilities for the academic year are completed or by June 1 (whichever is earlier), the faculty member will complete an annual activity report for the appropriate chair or dean. A template for the activity report will be provided by the Office of the Provost. The report will include a self-evaluation, and reflections on available teaching and course feedback forms. Where relevant, the report will include a discussion of priorities for the coming academic year in regards to teaching, scholarly/professional activity, and service. Thirty days after the receipt of the report, the academic unit head will complete a performance review based on the report above and deliver the completed review to the college dean and the Office of the Provost; the academic unit head will also give a copy of the review to the faculty member. A template for this review will be provided by the Office of the Provost. The faculty member may supplement the review by appending their own statement to the review.
    2. During the third year of teaching at the university, the academic unit head will write a comprehensive review of the faculty member consistent with the procedures described above (in Section 2, F. 1. a.). The academic unit head will meet with the faculty member and discuss the written review. Written and signed records of each meeting shall be made, copies of which are retained by the faculty member and department chair, and submitted to the Office of the Provost, along with a copy of the faculty member's report and of the review by the academic unit head, by April 30. During each subsequent fifth year of teaching at the university, the academic unit head will complete a comprehensive review according to these same procedures focusing on the years since the last review.

In the intervening years, the academic unit head will conduct the annual reviews in accordance with the procedures described above (in A.1.).

Part V. – FAMILY/MEDICAL LEAVES OF ABSENCE

For the most current version of the policy, which was approved by the Faculty Assembly and the President's Council in May 1999, go to https://www.plu.edu/personnel-manual/ and scroll down to Benefits>Leaves>Family and Medical Leaves of Absence: Faculty.

Part VI. – POLICY ON DELAYING ACCUMULATION OF QUALIFYING YEAR OF ELIGIBILITY FOR TENURE

Section 1.

Non-tenured, tenure-track faculty above the rank of instructor may claim that a given year of appointment should not be included in the count of accumulated years toward eligibility for tenure.

Section 2.

For all such claims, the circumstances of that year shall pose distinct difficulty in accomplishing what is expected of faculty by the time of tenure candidacy. Included in the range of possible such circumstances are the birth of a child, the adoption of a child, extraordinary responsibilities in caring for parents or dependents, and the undertaking of special opportunities in the faculty member's professional field.

Section 3.

Claims for not counting a particular year as a qualifying year of eligibility toward tenure shall be made in the form of a request for approval to the provost, whenever possible in advance of the year that is requested. Claims shall be in writing, accompanied by evidence and reasoning believed sufficient to warrant the claim and lead to its approval. The response of the provost shall be in writing, and shall have been informed by consultation with the faculty member's chair (where applicable), dean, and the chair of the Rank and Tenure Committee.

Part VII. – POLICY ON UNIT INTERPRETATIONS OF CRITERIA FOR TENURE AND PROMOTION

Section 1.

A. Unit interpretations of the criteria for tenure and promotion, if they are developed, should be consistent with and should not limit the scope or alter the rigor of the university criteria. When units develop or revise interpretations of the university criteria, they are advised to submit them to the Rank and Tenure Committee and to the provost for feedback/discussion.
B. It is advised that unit interpretations of the university criteria be presented to prospective and new faculty in the context of the university criteria, and be accompanied by the university criteria.
C. If a unit has an interpretation document, chairs/deans should include it with a candidate's tenure/promotion evaluation letter to the Rank and Tenure Committee.
D. Unit interpretations are merely advisory statements to help guide the Rank and Tenure Committee's deliberations. Ultimately, it is the charge of the committee to ensure that the standards for achieving tenure and promotion are kept consistent across the university.

Part VIII. – POLICY ON USE AND DISTRIBUTION OF SELF-ASSESSMENT STATEMENTS WRITTEN FOR PERFORMANCE REVIEWS

Self-assessment statements are written to conform to the guidelines and purposes of formal university structures for performance reviews, including annual, third-year, tenure, promotion, fourth-year post-tenure, and post-sabbatical reviews. Faculty members and administrators who receive another person’s self-assessment in connection with a performance review process are not permitted, without written consent, to disclose, distribute, or use all or any part of such statement for any purpose outside of the process of evaluation for which the assessment was prepared.

Part IX. – THE RANK AND TENURE COMMITTEE PROCEDURES

The following are the internal operating procedures of the Rank and Tenure Committee in effect at the time this Handbook was published. Revisions are made periodically by the committee and are on file in the Office of the Provost.

Section 1. CONSIDERATION FOR TENURE

A. Initiating Consideration for Tenure
    1. The provost provides a list of faculty in their sixth qualifying year of service, including credit toward tenure for service elsewhere. All these are automatically considered, subject to the terms and conditions of tenure eligibility in the Bylaws, Article V, Section 1.A.
    2. In exceptional cases, a dean or chair may recommend consideration before the sixth year. The faculty member may decline such early consideration.
B. Gathering Information and Recommendations for Tenure
    1. The candidate provides the basic materials for the tenure file, including summaries of student evaluations, third-year reviews, and annual reviews. The candidate is informed by the Office of the Provost if any crucial documents are missing or incomplete so that the candidate may attempt to complete the file.
    2. Candidates submit a current resumé, a self-assessment based on the criteria for tenure, an official transcript showing conferral of highest degree, and any other material they feel is directly relevant to their case (e.g., abstracts of publications, special syllabi, reviews of performances). Candidates do not normally meet with the committee, but they may ask to do so if they think it essential.
    3. Candidates provide the names of three members of the PLU faculty outside their discipline, and of three persons off-campus who have knowledge of their professional performance. The committee sends a request for a recommendation to each of these, together with a copy of PLU's criteria for tenure.
    4. The candidate's chair or dean provides a comprehensive recommendation, including both a detailed analysis of the candidate's record with regard to each criterion and a discussion of the candidate's role in the future of the department or school. Normally the chair or dean should consult with the faculty of the department or school in preparing this recommendation. Some schools or departments may use a faculty committee to formulate the recommendation.
    5. Faculty within the candidate's department or school are all asked to give a written recommendation directly to the committee, guided by the criteria in the Faculty Constitution and Bylaws. If the response rate is low, the committee asks the chair or dean to encourage faculty to reply.
    6. A list of candidates for tenure is distributed to all faculty with an invitation to submit a signed recommendation about any candidate. The committee is especially interested in information from faculty who have worked with the candidate in professional or service activities: team-teaching, research projects, committees, or task forces.
    7. All recommendations and other data are kept in a special tenure file locked in the Office of the Provost. Only members of the committee, the provost, and the president have

access to this file, and they are bound to maintain its confidentiality. For example, neither the candidate nor a chair or dean is told about the particular contents of any letter or even if a particular individual has submitted a recommendation. The purpose of this strict confidentiality is to secure the most candid and substantial recommendations. The committee is conscious of its obligation to corroborate claims made in confidential documents. In exceptional cases, those who have written recommendations may be asked to meet with the committee for discussion or otherwise to provide additional information.

8. The committee uses as much informed opinion and accurate data as it can. Special attention is given to the comprehensive recommendation from the chair or dean, and to the individual recommendations from faculty within the candidate's department or school. Also crucial is evidence of the quality of teaching, including but not limited to teaching and course feedback forms.

C. Deliberation for Tenure

1. Throughout its deliberations, the committee is concerned with these questions: Are recommendations being made with regard to the criteria for tenure specified in the Faculty Constitution and Bylaws? Is there clear evidence that the candidate will be a permanently valuable teacher and scholar (or artist, performer, coach, etc.) in their discipline? Have recommendations for or against a candidate been based on this kind of evidence? Are the standards for achieving tenure being kept consistent across the university?
2. The process of the committee's deliberations is as follows:
    a. The committee checks each candidate's file to see if it is complete. If not, every effort is made to obtain crucial documents.
    b. Each committee member reads all information submitted for all candidates, though the discussion of each case is organized by one member of the committee. Discussion focuses on the criteria for tenure and on the long-term needs of the department or school. If recommendations are contradictory or not fully supported with reliable evidence, additional material is often sought from the candidate, from the chair or dean, or from others who may have the needed information or perspective.
    c. Committee members realize that any personal relationship with candidates or with those recommending them must not interfere with the obligation to make thoughtful and just decisions. Members express their personal opinion of a candidate only after all the information provided to the committee has been discussed.
    d. By faculty legislation (May 9, 1986), no faculty may serve on the committee the year they are considered for tenure. (Although current committee members may be considered for promotion, no member so considered participates in any review of the information or recommendations pertinent to their candidacy.)
    e. After thorough consideration of all evidence for a particular candidate, a vote is taken by secret ballot. Advisory members (e.g., students) do not vote. The results of this first ballot are only preliminary.
    f. After preliminary votes on all candidates, each case is reviewed again, with attention to any new evidence and to the consistency of applied criteria. Then a final vote is taken on each case by secret ballot.
    g. The committee first reports the affirmative or negative character of each final ballot (but not the exact proportion of yeas and nays) to the provost, who is then invited to discuss with the committee those cases in which their judgment differs. An attempt is made to reach a consensus or at least to specify clearly the reasons for any disagreement. In some cases, the committee may decide to reconsider its

recommendation.

h. The committee then reports the affirmative or negative character of its recommendation (but not the exact proportion of yeas and nays) to each candidate, to that candidate's chair or dean, and to the president.
i. In the case of a negative recommendation from the Rank and Tenure Committee, the candidate may request reasons for that recommendation from the chair of the committee, after a 24-hour waiting period. These reasons reflect a process in which professional peers have reviewed requested material and exercised their best judgments about whether or not a case has been sufficiently made. As communicated to the candidate, however, the reasons for a negative recommendation will be quite general. This is to protect the confidentiality of those who have written about the candidate. It also reflects the fact that the committee is comprised of individuals who may weigh factors of a case differently. Thus, in communicating the reasons for a negative recommendation to the candidate, the committee chair may, for example, specify which area (teaching, scholarship, or service) was of primary concern in the committee's deliberations, and indicate one or several points of concern within that area. The chair of the committee will communicate the reasons orally. If this communication takes the form of a meeting, the candidate and the committee chair may each request a witness. The candidate may subsequently request that these general reasons be confirmed in writing. The candidate should consider that it may not always be to the advantage of the faculty member to be informed of the reasons for non-reappointment, particularly in writing.
j. In the case of a negative recommendation from the provost, the candidate may request reasons for that recommendation from the provost, after a 24-hour waiting period. The procedures shall parallel those used by the Rank and Tenure Committee as described above (Section 1.C.2.i). If the candidate requests a reconsideration by both the Rank and Tenure Committee and the provost, these requests should be submitted simultaneously.
k. A candidate or the candidate's chair or dean may request in writing that the committee reconsider its decision. The committee is obliged to reopen the case, but is unlikely to change its recommendation unless there is substantial new evidence. If, after reviewing new evidence, there is any change in the committee's recommendation, that change is immediately reported to the president and the provost
l. A candidate or the candidate's chair or dean may request in writing that the provost reconsider their decision. The provost is obliged to reopen the case, but is unlikely to change their recommendation unless there is substantial new evidence. If, after reviewing new evidence, there is any change in the provost's recommendation, that change is immediately reported to the president.
m. After reviewing both the committee's recommendations and those of the provost, the president meets with the committee and the provost separately. In any case for which the president is reluctant to accept the committee recommendation or the provost recommendation, an attempt is made to reach consensus. The committee and/or the provost may choose to reconsider their respective recommendations in private or in consultation with each other before resubmitting them to the president. Any change in the committee's recommendation is immediately reported to the candidate, the candidate's chair or dean, and the provost. Any change in the provost's recommendation is immediately reported to the candidate and the candidate's chair or dean.
n. Finally, the president decides on each case and forwards both their

recommendations and those of the committee and the provost to the Board of Regents. The board makes the ultimate decision to approve or deny tenure.

o. If tenure is denied, a terminal contract is offered. In exceptional cases, the committee may reconsider its recommendation after such a contract has been signed, but only if such a request is made by both signatories to the contract—the president and the faculty member.

Section 2. CONSIDERATION FOR PROMOTION

A. Initiating Consideration for Promotion
   1. The chair or dean normally submits a written nomination to the committee. Tenure candidates are not automatically considered for promotion.
   2. Nominations may come from the candidate's chair, dean, faculty colleagues, or the candidate themself.
   3. The committee informs each nominee and gives each an opportunity to decline if the nomination seems to that person premature or otherwise inappropriate.

B. Gathering Information and Recommendations for Promotion
   1. The procedures parallel those used for tenure cases as described above (Section 1.B.1-8).
   2. Faculty members who are candidates for promotion to associate professor during the semester in which they are candidates for tenure submit a single file. The candidate's self-assessment statement in the file must speak to both the criteria for tenure and promotion and the qualifications for the rank of associate professor. On-campus and off-campus referees, as well as faculty in the candidate's department/school are asked to submit separate recommendations for promotion and tenure; however, they may submit a single letter that addresses both tenure and promotion, if they choose. Faculty who are candidates for tenure in one semester and candidates for promotion in another semester may ask that the provost transfer any appropriate material from the tenure file to the promotion file. In cases where a faculty member is a candidate for tenure in one semester and for promotion in another, both on-campus and off-campus referees will be asked to submit new letters for the promotion process.
   3. The promotion file, like the tenure file, is available only to the committee, the provost, and the president. Otherwise its contents are strictly confidential.

C. Deliberation on Promotions
   1. Throughout its deliberations on promotions, the committee is concerned with these questions:
      a. Are recommendations and decisions being made with regard both to the general criteria for tenure and promotion and to the specific qualifications for promotion to a particular rank as listed in the Faculty Constitution and Bylaws?
      b. Is there clear and substantial evidence that the candidate has met these criteria?
      c. Have recommendations for or against a candidate been based on this kind of evidence?
      d. Are the standards for promotion to a given rank, including time in service, kept consistent across the university?
   2. The committee's deliberations on promotions exactly parallel those for tenure (Section C.2.a-o), except that there is no provision for appeal after the president has submitted their final recommendations, together with the committee's and the provost's, to the Board of Regents. A faculty member can of course be re-nominated in the future.

Section 3. CONSIDERATION OF NON-RETENTION OF NON-TENURED FACULTY

A. In order to ensure that faculty rights and due process are respected with consistency throughout the university, the committee oversees all cases in which full-time or tenure-eligible faculty are terminated or offered terminal contracts.
    1. The provost sends to the committee the names of any faculty members being considered for termination or a terminal contract at least ten days before the deadline for informing that individual. A justified exception occurs when new and decisive information comes to light in the last ten days before the deadline. In all cases, the provost explains in writing the reasons for termination or a terminal contract.
    2. The committee considers each such case and decides on a recommendation which is sent to the provost at least five days before the deadline for notifying the individual involved. In some cases, the committee may ask to meet with the provost.
    3. If a terminated faculty member appeals, the chair of the committee represents its views in the appeal procedure. In cases where faculty rights or due process seem to be seriously infringed, the committee may decide to initiate an appeal even if the faculty member involved is not so inclined.

Section 4. CONTINUING CONCERNS ABOUT RANK, TENURE, AND RETENTION

A. The committee believes that decisions about rank and tenure should reflect the collective judgment of the whole faculty. The committee is not merely a bureaucratic device for assembling data, nor should its recommendation be regarded as just one more opinion. Rather the committee strives to represent, through its careful deliberations, the will of the faculty to retain and reward those, and only those, who enhance our community through their excellence. Though the committee's recommendations are not binding, they should carry the weight of the collective voice of the faculty as a whole.
B. In order to meet this standard, the committee depends on all faculty to respond promptly and thoughtfully to requests for information and recommendations. It also expects administrators to carry out their duties carefully and promptly, including annual evaluations, third-year and other periodic reviews, and comprehensive recommendations.
C. While one of its functions is to ensure university-wide consistency in standards for promotion and tenure, the committee is aware that there are significant differences in the ways various academic units weigh the relative importance of degrees, publications, community involvement, and other issues. Each academic unit must make explicit what it expects and then apply those expectations consistently in making recommendations. The continuing challenge for the community is to acknowledge those discipline-specific interpretations while maintaining equivalent university-wide criteria.

Section 5. DEADLINES FOR PROCEDURES OF THE RANK AND TENURE COMMITTEE (ADJUSTED ANNUALLY)

A. Consideration for Tenure (adjusted annually)
    1. April 10: Provost sends list of candidates to the committee. Committee opens tenure file in the Office of the Provost for each candidate, including teaching and course feedback form summary reports and annual and third-year reviews.
    2. April 14: Committee informs candidates and their academic unit heads and college deans of current procedures/schedule.
    3. May 6: Committee holds meetings—with candidates, their college deans and academic

unit heads—to review and clarify current procedures.
4. May 22: Candidates submit names and addresses of referees on and off campus.
5. June 1: Committee requests recommendations from the candidate's department/school colleagues and from the candidate's on-campus and off-campus referees.
6. Sept. 11: Candidates submit their file.
7. Sept. 14: All PLU faculty are sent a list of candidates for tenure.
8. Sept. 21: Deadline for receipt of tenure recommendations. Committee begins deliberations on each case.
9. Nov. 20: Committee completes deliberations and confers with provost.
10. Nov. 23: Committee reports its recommendations to the president, candidates, their academic unit heads and college deans.
11. Dec. 4: If desired, candidate submits request for reconsideration (with relevant supporting materials) to the Office of the Provost.
12. Dec. 9: Committee reviews and deliberates any requests for reconsideration and supporting materials.
13. Dec. 14: Committee provides final recommendations for any requests for reconsideration to candidate, provost, president, candidate's academic unit head and candidate's college dean.
14. No later than February 6: President makes final recommendation to the Board of Regents.

B. Consideration for Promotion to Associate Professor (adjusted annually)
1. March 13: Committee sends notice of April 30 deadline for nominations for promotion to associate professor to all college deans and academic unit heads.
2. March 27: Committee sends notice of April 30 deadline for nominations for promotion to associate professor to all faculty.
3. April 30: Deadline for nominations for promotion to associate professor. Committee informs candidates and their academic unit heads/college deans; candidates may decline. Candidates, if they accept nomination, are asked to submit an up-to-date resumé, a self-assessment based on the Criteria for Promotion and the Qualifications for Rank, an official transcript indicating conferral of highest degree, the names of three PLU referees outside their department, the names of three off-campus referees, and other material they consider relevant. The provost opens a promotion file, including teaching and course feedback form summary reports, periodic reviews by college deans/academic unit heads, and other material as requested by the candidate.
4. May 1: Committee informs promotion to associate professor candidates, their academic unit heads and college deans of current procedure/schedule
5. May 6: Committee meets—with candidates, with their academic unit heads/college deans—to clarify procedures, especially the relationship between the tenure and promotion decision-making processes.
6. May 22: Candidates submit names and addresses of referees on and off campus.
7. June 1: Committee requests recommendations from faculty in candidate's department/school and from the candidate's on-campus referees.
8. Sept. 11: Candidates submit their files.
9. Sept. 14: All PLU faculty are sent a list of candidates for promotion to associate professor.
10. Sept. 21: Deadline for receipt of promotion recommendations. Committee begins deliberations on each case.
11. Nov. 6: Committee completes deliberations and confers with provost.
12. Nov. 23: Committee reports its recommendations to the president, candidates, their academic unit heads and college deans.
13. Dec. 4: If desired, candidate submits request for reconsideration (with relevant

supporting materials) to the Office of the Provost.
14. Dec. 9: Committee reviews and deliberates any requests for reconsideration and supporting materials.
15. Dec. 14: Committee provides final recommendations for any requests for reconsideration to candidate, provost, president, candidate's academic unit head and candidate's college dean.
16. No later than February 6: President makes final recommendation to the Board of Regents.

C. Consideration for Promotion to Professor (adjusted annually)
1. Oct. 8: Committee sends notice of November 30 deadline for nominations for promotion to professor to all college deans and academic unit heads.
2. Nov. 3: Committee sends notice of November 30 deadline for nominations for promotion to professor to all faculty.
3. Dec. 1: Deadline for nominations for promotion to professor. Committee informs candidates, their academic unit heads/college deans; candidates may decline. Candidates, if they accept nomination, are asked to submit an up-to-date resumé, a self-assessment statement based on the Criteria for Promotion and the Qualifications for Rank, the names of three PLU referees outside their department, the names of three off-campus referees, and other material they consider relevant. The provost opens a promotion file, including teaching and course feedback form summary reports, periodic reviews by deans/chairs, and other material as requested by the candidate.
4. Dec. 3: Committee meets with candidates and with their academic unit heads/college deans) to clarify procedures.
5. Dec. 8: All PLU faculty are sent the list of candidates for promotion to professor.
6. Dec. 15: Committee receives names of evaluators from candidates.
7. Dec. 17: Committee requests for recommendations to on and off-campus evaluators, including all faculty in the candidate's unit, their academic unit head and college dean.
8. Feb. 6: Deadline for promotion file to be complete. Committee checks for completeness and informs candidates of missing documents they should submit.
9. Feb. 6: Deadline for receipt of promotion recommendations. Committee begins deliberations on each case.
10. Mar 27: Committee completes deliberations and confers with provost.
11. Apr. 10: Committee reports its recommendations to the president, candidates, their academic unit head and college dean.
12. Apr. 21: If desired, candidate submits request for reconsideration (with relevant supporting materials) to the Office of the Provost.
13. Apr. 24: Committee reviews and deliberates any requests for reconsideration and supporting materials.
14. April 29: Committee provides final recommendations for any requests for reconsideration to candidate, provost, president, candidate's academic unit head and candidate's college dean.
15. No later than April 30: President makes the final recommendation to the Board of Regents.

D. Consideration of Non-Retention
1. Dec. 1: Committee receives from provost names and rationale for non-retention of second-year faculty.
2. Dec. 10: Committee sends to provost its recommendations on non-retention of second-year faculty.
3. Feb. 15: Committee receives from provost names and rationale for non-retention of first-year faculty.
4. Feb. 25: Committee sends to provost its recommendations on non-retention of first-year

faculty.

5. Mar. 1: Committee receives from provost names and rationale for all terminal contracts.
6. Mar. 10: Committee sends to provost its recommendations on terminal contracts.

Section 6. TENURE AND PROMOTION CRITERIA

Those preparing written evaluations of faculty members being considered for tenure or promotion are urged to read carefully the general policies, criteria, and qualifications set forth in the Faculty Bylaws, Article V, Section 1.B. It is understood that any existing departmental or school guidelines that are on file with the committee and are consistent with the Faculty Constitution and Bylaws will also be considered. Qualitative judgments should be supported by specific discussion and documentation wherever possible.

Part X. – OTHER FACULTY POLICIES

Section 1. RECRUITMENT AND SELECTION OF NEW FACULTY

A. The Office of the Provost publishes guidelines for the recruitment and selection of new faculty. The guidelines are a digest of prevailing practices by the academic units of Pacific Lutheran University, and they include certain mandatory provisions. They are intended to provide guidance for unit heads (both the chairs of departments and the deans of schools and colleges) and faculty search committees in carrying out successful and orderly faculty recruitment and selection. The guidelines are reviewed annually, and are available online (see the websites for the Office of the Provost and Human Resources).
B. The deans are responsible for implementing these policies and for overseeing effective and timely hiring processes. The university is dedicated to having a diverse, representative, and committed faculty. Special attention will be given to identifying and attracting qualified underrepresented candidates and individuals whose goals, objectives, and academic philosophy are compatible with those of the university. Compliance with federal regulations and PLU policy is obligatory throughout.

Section 2. REDUCTION AND REALLOCATION OF FACULTY POSITIONS

A. Purpose. The rules and procedures set forth herein are intended to achieve the following ends:
    1. To establish and maintain orderly procedures for the reduction or reallocation of tenured faculty positions among various academic units or sub-units if or when the university is faced with financial exigencies or extraordinary circumstances.
    2. To provide members of the university faculty with an opportunity to participate in decisions relating to reduction and reallocation in force
    3. To provide maximum feasible notice in advance to faculty members who must be terminated from employment at Pacific Lutheran University in connection with a reduction and reallocation in force.
    4. To seek further to minimize the distress caused faculty members who may be terminated in connection with a reduction or reallocation by providing assistance in securing re-employment.
B. Definitions. As used herein, the following terms shall have the indicated meaning.
    1. “Financial exigency” is a demonstrably bona fide situation in which the university faces an imminent financial crisis which threatens the survival of the institution as a whole and which cannot reasonably be alleviated by less drastic means than those covered in these policies and procedures.
    2. “Extraordinary circumstances” shall refer to long-term budgetary issues whose resolution may require the termination of tenured faculty positions
    3. “Reductions in force” shall refer to the termination of tenured faculty positions, or a reduction in the number of tenure-line positions, in an academic unit or sub-unit.
    4. “Reallocations in force” shall refer to the reallocation of tenured faculty to other academic units or sub-units.
    5. “Academic unit” shall refer to a college, school/division, department, or interdisciplinary program.

6. “Academic sub-unit” shall refer to a recognized program of study within an academic unit, which is considered distinct for the purpose of program review.

C. Procedure for the Reduction of Faculty Positions.
    1. Initiation of Reduction of Faculty Positions: In the event of demonstrable financial exigency or extraordinary circumstances, either of which may require the reduction or reallocation of tenured faculty positions, the university president, in consultation with the Board of Regents, the provost, and the faculty, shall initiate the reduction and reallocation procedures. Such an initiative shall be accompanied by a written statement of reasons why such action is necessary or appropriate, as well as the approximate cost savings that need to be achieved across the university within a specified time frame. Copies shall be given to all members of the Board of Regents, the provost, and the faculty. The normal right of faculty members to petition the president, or the Board of Regents, shall apply to the initiation of these procedures.
    2. The faculty should be informed as early as possible of significant impending financial difficulties. It should participate at all levels of the process in advising and recommending with regard to key decisions as to the future of the institution and of specific academic programs within the university. Faculty action should be effected as outlined elsewhere in this document, and particularly through the establishment and utilization of a Faculty Joint Committee on Reduction and Reallocation in Force. This Faculty Joint Committee shall be composed of the members of the Faculty Affairs Committee, Educational Policies Committee, and Rank and Tenure Committee, acting in concert and electing their own special officers for this joint committee operation.
        a. Given that the members of the Faculty Joint Committee undertake these responsibilities in addition to the work of the individual committees, committee members may be eligible for appropriate compensation. This may take the form of a course release or a stipend, at a level to be determined in consultation with the provost. If summer committee work is necessary, committee members may be eligible for additional appropriate compensation.
    3. The Faculty Joint Committee shall work in ongoing consultation with the provost and the president. The Faculty Joint Committee may also work in consultation with other sectors of the university.
        a. During their first meeting following the initiation of these procedures, the president, provost, and the Faculty Joint Committee shall determine the precise nature of the challenge and establish guidelines delineating the appropriate processes and responsibilities for the president, provost, and the Faculty Joint Committee. These guidelines shall be recorded in the Faculty Joint Committee’s minutes.
    4. The provost and Faculty Joint Committee~~,~~ will request the development of proposals concerning the reduction of faculty positions from each of the university’s academic units and sub-units.
    5. Each academic unit and sub-unit shall submit a written proposal to the appropriate higher level academic unit(s) of which it is a part for review and for subsequent submission to the Faculty Joint Committee, the provost, and the president. These proposals should address (1) the unit or sub-unit’s role in and contributions to the university’s educational mission (as defined in the Academic Identity Statement); (2) its current costs and revenue; and (3) recommendations for decreasing the unit or sub-unit’s current costs and/or increasing its revenue. Recommendations concerning reductions to faculty positions shall first consider contingent faculty,

then regular faculty without tenure, then regular faculty with tenure. Recommendations may also include other avenues by which the unit or sub-unit could decrease its net costs.

6. The Faculty Joint Committee and the provost shall independently review the proposals and prepare separate drafts of written preliminary recommendations. These written preliminary recommendations, including any discontinuance of an academic unit or sub-unit, should take into account, among other things, the unit or sub-unit's role and contributions to the university's educational mission, its current costs and revenue, and any recommendations for decreasing the unit or sub-unit's current costs and/or increasing its revenue. These preliminary recommendations concerning reductions to faculty positions in a given unit or sub-unit shall first consider contingent faculty, then regular faculty without tenure, then regular faculty with tenure. Preliminary recommendations may also include other avenues by which the unit or sub-unit could decrease its net costs.
7. The Faculty Joint Committee and the provost shall review the other's written draft of preliminary recommendations, followed by a discussion of those preliminary recommendations. On the basis of this discussion, the Faculty Joint Committee and/or the provost may revise their preliminary recommendations.
8. The Faculty Joint Committee and the provost shall each report their preliminary recommendations to the president and the faculty.
9. The provost and the Faculty Joint Committee will request a second written proposal from academic units and sub-units identified in the preliminary recommendations for potential elimination or reduction. These second written proposals shall be submitted to the appropriate higher level academic unit(s) of which it is a part for review and for subsequent submission to the Faculty Joint Committee, the provost, and the president.
10. The Faculty Joint Committee and the provost shall independently review the second set of requested proposals and prepare separate drafts of written final recommendations. These recommendations, including any discontinuance of an academic unit or sub-unit, should take into account, among other things, the unit or sub-unit's role and contributions to the university's educational mission, its current costs and revenue, and any recommendations for decreasing the unit or sub-unit's current costs and/or increasing its revenue. Recommendations concerning reductions to faculty positions shall first consider contingent faculty, then regular faculty without tenure, then regular faculty with tenure. Recommendations may also include other avenues by which the unit or sub-unit could decrease its net costs.
11. The Faculty Joint Committee and the provost shall review the other's written draft of final recommendations, followed by a discussion of those recommendations. On the basis of this discussion, the Faculty Joint Committee and/or the provost may decide to revise their recommendations.
12. The Faculty Joint Committee and the provost shall each report their final recommendations to the president and the faculty.
13. After considering all proposals, recommendations, and any other available information, the president or the president's designate shall prepare a written recommendation for presentation to the Board of Regents. In any case in which the president's recommendation differs from those of an academic unit or sub-unit, the provost, or the Faculty Joint Committee the related written materials and information shall be attached to the president's recommendations for consideration by the Board of Regents. Copies of the president's recommendations to the Board of Regents shall be given to the provost and all faculty members.

14. The Board of Regents, exercising legally designated authority, will review the recommendation**s** of the president and all accompanying materials. At the conclusion of its review, the Board of Regents will determine an appropriate course of action.

D. Reallocation/Termination of Faculty Members from Employment.
    1. When conditions of financial exigency, other extraordinary circumstances, or the potential elimination or reduction of an academic unit or sub-unit make it reasonably apparent that retrenchment affecting pre-tenure faculty is appropriate, the president, through the Office of the Provost, shall promptly inform the faculty, through their respective academic units and sub-units, of the nature and extent of the situation and shall cause a plan for orderly action to be prepared. The plan shall be developed after consultation with the Faculty Joint Committee and with faculty and administration of all affected academic units and sub-units.
    2. In those instances in which it is necessary to reduce tenured faculty positions**,** the following procedures shall apply:
        a. If in a given academic unit where a reduction in faculty is to be made it is determined that individual faculty members are not qualified to perform the duties, functions, and responsibilities of any other academic units or sub-units of the university, those individuals with the least retention priority as determined in D.2.d-e will be terminated from the faculty.
        b. However, in the event a faculty member whose position in a given academic unit or sub-unit is to be eliminated is qualified to teach in another unit or sub-unit of the university, their right to such a position shall be determined in accordance with the criteria in D.2.d-e and with their tenure rights preserved. The qualification of faculty members who have been terminated from positions in their original academic units to teach in other academic units of the university shall be determined by the provost in consultation with the administration and faculty of those academic units to which the faculty member might be transferred; any reallocation must preserve the net reduction approved by the Board of Regents for that academic unit or sub-unit. Normal procedures for determining faculty qualifications will be respected. Typically, these qualifications will refer to, but are not limited to, the expertise represented in the faculty member’s terminal degree, teaching, and scholarship, as well as the curricular needs of the academic unit. A faculty member whose position has been terminated and who wishes to remain on the faculty has the responsibility to suggest appropriate areas in which that faculty member might serve.
        c. In each instance in which it is necessary to distinguish among faculty members who have been determined to be qualified only in academic units or sub-units where the number of qualified faculty members exceeds the remaining positions available, the relative retention priority shall be determined on the basis of criteria in D.2.d-e.
        d. The following criteria shall be used in determining the relative retention priority of faculty members in those academic units or sub-units in which they are qualified to serve. (Certain exceptions are set forth in D.2.e.)
            i. Tenured faculty members shall have priority over all untenured faculty members.
            ii. Among faculty members with tenure, the member with the most points accrued according to the following formula relating seniority and rank shall have the highest retention priority. For service on the faculty of Pacific Lutheran University, a member shall accrue 3 points for each

year at the rank of instructor, 4 points for each year at the rank of assistant professor, 5 points for each year at the rank of associate professor, and 6 points for each year at the rank of professor. Service at other institutions shall not be used in this formula. (Years of service for the purposes of this subsection shall be computed in the following manner: years of service shall be measured from the first day of contractual employment as a faculty member holding one of the above ranks at Pacific Lutheran University. It shall include all sabbatical and special leaves granted prior to the adoption of these procedures. After their adoption, it shall be determined at the granting of special leaves of absence whether the leave is to be counted toward years of service.) For faculty members with full-time tenure, a year at rank shall be a contractual year; for faculty members with part-time tenure, a year at rank shall be a full-time-teaching-equivalent year.

iii. Among tenured faculty members with equal points according to the formula in D.2.d.ii above, the member who has obtained the highest academic degree appropriate to their academic duties at Pacific Lutheran University shall have the greatest retention priority.

iv. Among tenured faculty members of equal rank/seniority points and equal degree, that faculty member recommended to the Board of Regents by the president of the university, in consultation with the faculty of the appropriate areas, as most essential to the educational mission of the university shall have the greatest retention priority.

e. In an extraordinary situation in which, as an exception to the above procedures (D.2.d), it is contemplated that a pre-tenure faculty member**,** or a tenured faculty member with fewer points, might be retained in preference to a tenured faculty member with more points of the same academic unit**,** in order to meet (i) specific curricular needs or (ii) established institutional priorities related to diversity and inclusion, the president may take such action via a recommendation to the Board of Regents. Before presenting such a recommendation to the Board of Regents, the president will examine the mandatory reviews of the relevant faculty members. Further, they will consult with and request a recommendation from the provost and from the relevant academic administrative unit(s) and their faculty members. Finally, it shall be necessary to secure the approval of the Faculty Joint Committee.

E. Notice of Termination.

1. Notice of termination from employment at Pacific Lutheran University in connection with a reduction in force shall be given to affected faculty members by the president in accordance with the guidelines established by the Faculty Bylaws, Article V**,** Section 1.A.8.
2. A faculty member who files an appeal from a notice of termination shall be deemed to have received formal written notice of termination as of the date of receipt of the original notice, and not as of the date of the final decision on the appeal.

F. Hearing and Appeal Procedures.

1. Faculty Committee.

a. Any tenured faculty member who feels aggrieved by a notice of termination under these procedures shall be entitled to a hearing before the Formal Dismissal Hearing Committee. The request for a hearing must be made within 30 days after receipt of notice of termination. The hearing shall take place within 30 days of the request. The hearing need not conform in all respects with a proceeding conducted pursuant to Article VI, Faculty

Constitution and Bylaws, but the essentials of an on-the-record informal adjudicative hearing will be observed. The issues in this hearing may include:

i. The existence and extent of the condition of financial exigency. The findings of a faculty committee in a previous proceeding involving the same issue may be introduced.

ii. The validity of the educational judgments and the criteria for identification for termination. The recommendations of appropriate faculty bodies on these matters and the plans for retrenchment/reallocation generated according to the procedures of Section C of this document shall be considered presumptively valid.

b. The Formal Dismissal Hearing Committee shall report its finding and make a recommendation to the president within 15 days after the completion of the hearing.

2. President.
   a. The president shall review the findings of the faculty committee, and after discussing the matter with the aggrieved faculty member, shall recommend action to the board.
   b. Should the faculty member prefer, they may appeal directly to the president without using recourse to the faculty committee process.
3. The Board of Regents.After receiving the president's recommendation, the Board of Regents will discuss the termination with the aggrieved faculty member should the faculty member request it. The Board of Regents will then review the president's recommendation with the president and will either uphold the previous decision or approve a recession.
4. Pre-Tenure Regular Faculty. Should pre-tenure regular faculty feel aggrieved in termination because of retrenchment, they may seek a review by the president or a hearing before a the Formal Dismissal Hearing Committee. The pre-tenure faculty member may, through the Office of the President, appeal the decision to the Board of Regents.

G. Rehiring of Faculty Members.
1. If, subsequent to the issuance of notices of termination to faculty members, but before the effective date of those terminations, it should be determined that it is no longer necessary to carry out some or all of the terminations, the Board of Regents, upon recommendation of the faculty and the administration, will determine which previously reduced academic units or sub-units should be reallocated faculty positions; individual faculty members who received a notice of termination from those academic units or sub-units and are completing their PLU employment will then be offered re-employment**,** with those individuals having the highest retention priority under the criteria set forth in D.2.d-e being the first to be offered re-employment.
2. Should conditions permit the filling of positions vacated because of financial exigencies or extraordinary circumstances within three years following termination, formerly tenured faculty shall be offered re-employment, with those faculty having greatest retention priority being the first to be offered re-employment. For a period of two years attention also shall be given to the possibility of offering re-employment to pre-tenure faculty who have been terminated in connection with a reduction/reallocation of the type covered in this document.
3. If the university because of financial exigency terminates tenured appointments in certain areas it will not at the same time or within three years make new

appointments in those or other substantially related areas without having offered the positions to those formerly tenured Pacific Lutheran University faculty who have been terminated according to these procedures.

Section 3. REDUCTIONS IN LOAD AND PHASED RETIREMENT

A. Reductions in Load
   1. Recognizing that reduction in load can significantly facilitate professional growth or otherwise enhance the ability of individual faculty to perform their remaining obligations at an optimal level, and considering that both of the above are in the long-term interest of the university, the faculty has adopted the following policies and procedures.
      a. A faculty member's teaching load may be reduced to no fewer than two courses (8 semester hours) for full-time faculty, and one course (4 semester hours) for part-time tenure-eligible faculty, distributed over the academic year. The provisions for a regular leave of absence govern release from all teaching responsibilities for one or more semesters.
      b. A faculty member proposing to teach a reduced load for the following academic year or seeking to renew a current reduced load contract shall submit a request in writing to the appropriate unit chair(s) and to the provost. The provost, after consultation with the unit chair(s), has the authority for granting such requests and shall notify the faculty member of their decision in writing, detailing the following:
         i. the conditions of approval, including:
            (a.) the reduction in load approved,
            (b.) the commensurate salary,
            (c.) the effect on accumulation of time toward tenure, sabbatical leaves, and points for reduction in force,
            (d.) any adjustments in provision of office space or other accommodations, and
            (e.) any alterations in tuition remission, or
         ii. the reasons for denial.
      c. All other benefits for the faculty member shall remain in full except those for which contributions paid by the university are a part of actual salary (social security and retirement).
      d. To facilitate staffing adjustments and enhance their prospects for approval, faculty members are advised to submit their requests in writing by December 15 of the previous year.

B. Phased Retirement
   1. Purpose
      PLU has adopted this Phased Retirement Policy for the purpose of providing a voluntary early retirement incentive plan that offers eligible faculty and administrators an opportunity to begin a transition from regular employment while remaining an employee of the university. During this transition period, eligible employees electing this option would have a substantially reduced workload, and would receive compensation and benefits as described below. No employee is required to take a phased retirement; this plan is offered as an option to eligible employees as an additional benefit in recognition of extended service on behalf of the university. PLU encourages all personnel to make such personal planning as would best suit each person's individual and/or family needs and has provided this phased retirement option to expand the range of choices available to eligible employees.

2. Eligibility for phased retirement is limited by the following criteria, all of which must be satisfied:
    a. The employee must be either (1) a tenured faculty member or (2) an administrative employee who has either (a) a written employment contract in the year preceding the commencement of phased retirement or (b) who has been otherwise informed in writing that they are eligible for phased retirement.
    b. The employee must reach a minimum age of 60 in the academic year in which phased retirement begins.
    c. An otherwise eligible administrative employee must have also completed a minimum of 15 years of service with Pacific Lutheran University at the conclusion of the academic year preceding the year in which phased retirement begins AND must have held an administrator position (exempt status) prior to December 31, 2002.
    d. The employee's employment with PLU must have begun on or before December 31, 1996.
    e. NOTE: ALL EMPLOYEES HIRED ON OR AFTER JANUARY 1, 1997, ARE NOT ELIGIBLE FOR PHASED RETIREMENT.
3. Benefits
    a. Eligible employees selecting phased retirement before the "Normal Retirement Age" as defined in the Pacific Lutheran University 403(b) Retirement Plan ("the PLU retirement plan") (age 65 as of 1997) may receive income payments equal to one-fifth of the employee's base salary in the academic year immediately preceding the phased retirement for up to five succeeding years. Eligible employees may request that the income payment period be reduced from five years and, in such circumstances, PLU may, in its discretion, leave the income payment at one-fifth of the last base year salary or may agree to adjust the income payment to reflect the number of years of the income payment period.
    b. Eligible employees who are at or past the "Normal Retirement Age" defined in the PLU retirement plan may also elect a phased retirement, provided, however, that the time period over which income payments may be spread shall not in any circumstances extend beyond the last date on which an income payment would have been received had such employee selected phased retirement before the "Normal Retirement Age" defined in the PLU retirement plan and, provided further, that there must be at least two years over which the transition to retirement will occur and the income payments will be spread as a part of phased retirement. Note: Eligible employees who are over the "Normal Retirement Age" at the time this policy is enacted or exempt from the latter of these two restrictions.
    c. During the years of phased retirement in which an eligible employee is receiving an income payment, most benefits available to regular employees of the university will continue to be available at whatever costs are applicable during any given year. Those benefits include medical insurance, dental program, life insurance, and tuition remission. The university reserves the right to alter or adjust benefits based on the requirements of state and/or local federal laws or budgetary considerations.
    d. In the event that a person participating in this program becomes eligible for group medical, dental, and life insurance benefits from another source, whether through employment or otherwise, PLU reserves the right to discontinue any such benefit. Any person who becomes eligible for health and/or dental insurance benefits pursuant to Medicare, shall utilize such benefits and benefits pursuant to Medicare shall be primary and benefits provided by PLU shall be secondary.

e. During the period in which a person is receiving income payments in connection with Phased Retirement, that person agrees to be reasonably available to PLU to respond to such questions or address issues which may arise out of the services provided to or courses taught at PLU, to provide specific project by project services to PLU, and to perform special short-term duties such as academic advising, policy or program research, and/or fundraising. Such duties shall not exceed one-fifth of the normal faculty workload and shall be determined after consultation with the applicable department. They could, but would not normally, be understood to include regular teaching or committee assignments.
f. In the event of the death of a faculty member participating in phased retirement and receiving income continuation payments, the income continuation will be paid through the date of death and an additional amount equal to one-twelfth of such eligible employee's base salary in the year immediately preceding phased retirement will also be paid.
g. The employment status, tenure status, and all other rights of employment will automatically end for all eligible employees selecting phased retirement as of the date the last income payment is made to such eligible employee. Thereafter, such eligible employee shall hold the status of a retiree.

4. Procedure
   a. Eligible employees electing a phased retirement must submit a written request no later than December 15 of the academic year before which phased retirement is commenced. Faculty should submit such request to the provost and administrators shall submit such request to the applicable university official. Copies of all requests shall be submitted to PLU's Human Resources Department and, for eligible faculty members, to the appropriate unit chair.
   b. Any eligible employee seeking an income continuation period of less than five years shall include the duration of such period in the request for phased retirement submitted pursuant to subparagraph a.
   c. Faculty requesting to work a reduced load during the phased retirement period shall include the proposed reduced load specifying courses to be taught for the duration of the reduced load period with the request submitted pursuant to subparagraph a.
   d. NOTE: THIS PHASED RETIREMENT POLICY REPLACES AND SUPERSEDES ANY PRIOR POLICY, PROGRAM OR PLAN FOR EARLY OR PHRASED RETIREMENT, INCLUDING, WITHOUT LIMITATION, THE PHASED RETIREMENT PROGRAM SET FORTH ON PAGES 141 AND 142 OF THE 1995 FACULTY HANDBOOK.

Section 4. SABBATICAL, REGULAR, AND SPECIAL LEAVES OF ABSENCE

Sabbatical leaves and regular and special leaves of absence from the university are considered to be highly desirable, both for the faculty and for the university, and, in fact, are absolutely essential if the university is to maintain the highest quality of instruction. Such leaves encourage and nurture faculty improvement through study, research, writing, contact with faculty outside our university community, and other forms of productive scholarly activity. Utilization of leaves and other means available for growth should be the professional responsibility of all faculty. Because of the importance of utilizing these opportunities, the university may at times request a faculty member to accept a sabbatical leave (or special leave of absence at regular salary).

A. Sabbatical Leaves
   1. Tenured full-time members of the faculty are normally eligible for sabbatical

leave after each completion of a minimum period of six years of full-time faculty service (excluding years of leave). Tenured part-time faculty are normally eligible after completion of a minimum period of six years of faculty service. The eligibility period begins with the year of one's most recent appointment to the faculty or with the year following one's last sabbatical. Tenure-track faculty members who come to the university with no credit toward tenure are eligible to apply for sabbatical leave in their sixth year of employment even though they have not yet received notification of approval of their application for tenure.

   a. Excess years of service preceding last sabbatical cannot be applied toward eligibility for a later sabbatical when it is the faculty member who elects to defer sabbatical. However, in cases in which the provost, in consultation with the dean, chair, and concerned faculty member, determines that it is in the best interest of the university for the sabbatical to be deferred, the faculty member's original schedule of eligibility for subsequent sabbaticals should be maintained whenever possible.
   b. In extraordinary cases in which the provost, in consultation with the college dean, academic unit head, and concerned faculty member, determines that it is in the best interest of the university, a faculty member may apply for sabbatical after completing five years of full-time faculty service; the faculty member's next sabbatical shall not require seven years of full-time service. Such extraordinary cases shall typically occur no more than once during the course of a faculty member's career.

2. Sabbatical recipients will receive 75% of their base salary for the duration of their leaves, either half-year or full-year. For full-time faculty, the base salary is the full regular salary one would have received had one not gone on sabbatical; for part-time faculty, the base salary is to be determined by averaging the fractional levels of appointment for the six most recent years. By scheduling half of a regular year's teaching responsibilities for one semester, an applicant can ask to be relieved of January term teaching as well as either the spring or fall semester teaching.
3. Recipients of either half-year or full-year sabbaticals will receive all fringe benefits for which they would ordinarily be eligible. University contributions will be at the same level as if the recipient had remained in their regular faculty role. Retirement and social security contributions are based on salary actually received and, therefore, would be reduced in proportion to any salary reduction. Other fringe benefits will be paid in full.
4. Salary and fringe benefits provided a faculty member on sabbatical will have to be repaid should the faculty member not return to the university for at least one academic year upon completion of the sabbatical.
5. Faculty members who are eligible for sabbatical and wish to request the opportunity must ordinarily file initial application, which includes a description of the intended activities, with the provost no later than December 15th of the second year preceding the school year during which the sabbatical is desired. Copies of the application should be submitted to one's departmental chair and divisional or school dean. The provost, in light of the criteria listed in Section D, and of recommendations of the other academic administrators involved and of the Faculty Committee on Rank and Tenure, will issue provisional approval or will defer or deny the request. In

the case of a denial, appeal may be made to the president.

6. By October 15th of the year preceding the requested sabbatical, those faculty members who received provisional approval should provide the above administrators with as nearly finalized plans for the requested sabbatical as possible. Recommendations for or against final approval will then be made by the provost to the president. Those sabbatical requests approved by the president will then be reported to the Board of Regents for final action. If sabbatical plans are changed significantly from those reported to the board, reapproval by the provost and president must be obtained.

B. Regular Leave of Absence
    1. Any full-time or tenure-eligible members of the faculty may request from their academic administrators the opportunity of a leave of absence at any time. The selection criteria are given in Section D.
    2. Faculty members receiving a leave of absence will not receive a salary but will ordinarily receive the fringe benefits to which they would otherwise be eligible as specified in Section A.3. This means that ordinarily neither retirement program nor social security contributions will be paid, but where a case for such contributions, in part or in full, can be made such provision is open to negotiation. Any fringe benefits awarded to an untenured faculty member on leave will have to be repaid should the faculty member not return to active service at the university upon completion of the leave.
    3. Ordinarily a leave of absence will not be awarded for more than one consecutive calendar year.

C. Special Leave of Absence
    1. Special leaves of absence are like sabbatical leaves except that there is no set minimum period of service to the university required to establish eligibility. Ordinarily this type of leave will be reserved for faculty members whom the university wishes to help toward completion of an advanced degree or acquisition of an alternative educational background of special value to the university. The selection criteria are given in Section D.
    2. The salary and fringe benefits awarded the recipient of a special leave will have to be repaid to the university unless the recipient returns to full-time service following the leave and maintains this status for a minimum of two years (or less, at the discretion of the university).
    3. Faculty members may combine their request for provisional and final approval for a special leave of absence by filing it by October 15th of the year preceding the requested leave year.
    4. Less than full salary for a one-semester special leave or less than half salary for a full-year special leave may be granted in circumstances in which the special leave is warranted but funds are inadequate.

D. Criteria for Selection of Faculty for Leaves
    1. The academic administration, in considering requests for leaves, should be guided by the following criteria:
        a. In the case of sabbaticals, completion of additional years of service completed beyond the required minimum (specified in Section A.1) will give one priority over applicants who have completed fewer years of eligibility-earning service.
        b. Rate and nature of change of the applicant’s discipline and/or teaching area.
        c. Appropriateness of timing for the university.
        d. Appropriateness of timing for the individual (specific reason why leave

should be taken during a certain year should be presented if this consideration is to apply).

e. Likelihood of leave leading to an advanced degree or area of expertise of particular benefit to the university.
f. Adequacy of applicant's use of past opportunities for conducting scholarly activity.

E. Reporting
   1. Faculty members on leaves of any kind shall submit an activity report to their chair and dean, as well as the president and provost on completion of the leave. The activities report is due within one month of return from leave. A template for the post-leave activity report will be provided by the Office of the Provost.
   2. Faculty returning from a sabbatical shall submit an abstract of no more than 250 words that summarizes their activities report to the provost within one month of return from leave. These abstracts will be presented to the Board of Regents.

F. Written Agreement
   For each leave of absence of any type, all variable terms of leaves of that type shall be agreed upon at the time the leave is granted. In particular, the post-leave status of any untenured faculty member in terms of years of tenure probationary period met shall be specified.

G. Budget Consideration
   1. The amount designated annually by the university for support of its leave program should normally equal at least 2% of the total instructional budget.
   2. In order to encourage development of professional skills and provide opportunities for professional growth, administrators without faculty status may be recommended by the president for special leaves on the basis of individual needs.

Section 5. POLICY GUIDELINES FOR VISITING SCHOLAR APPOINTMENTS

A. Title: Visiting Scholar
B. Qualifications: appropriate combination of degree and/or experience as determined by those initiating the offer.
C. Initiating the Offer: there must be:
D. An individual sponsor — a member of the faculty or administrative staff; a department or program connection — signature of chair required; unit endorsement — signature of dean required.
E. Offers should be coordinated by the Wang Center for Global and Community Engaged Education (where international visiting scholars' arrangements currently are coordinated).
F. Obligations of the Host: The initiating trio is responsible for hosting the visitor (international visitors in particular may need assistance with housing or other living arrangements). The Wang Center for Global and Community Engaged Education often is part of the initiating trio for existing formal exchange programs, but should not be expected to assume the responsibilities of "host" simply because they are the office coordinating/tracking all the visiting scholars on campus.
G. There should be a letter of "affiliation" from the provost. The letter should identify benefits and expectations, should specify the term of the affiliation, should note whether the term can be extended, and that either party can terminate the

affiliation, specifically addressing that in the event that PLU wishes to terminate the affiliation, PLU is not responsible for the visiting scholar's travel expenses.

H. Obligations of the Visiting Scholar: negotiated on an individual basis and identified in the letter of appointment. In general, there is an expectation of involvement in the campus community to the benefit of students and faculty (guest lectures, appearances in classes, special events with student groups, act as resource contact person for faculty and students, etc.). Further, visiting scholars are expected to uphold the same policies and standards of conduct as other faculty on campus.

I. Prerequisites of the position: The visiting scholar will receive a PLU identification card (and access to the library, campus events, and a PLU email account), office space if available and endorsed by the sponsoring trio, and institutional affiliation (use of letterhead, etc.).

J. Other Benefits: If the individual is part of a formal exchange program, these depend on the specific program (see Wang Center for Global and Community Engaged Education). If the individual is not part of a formal program, then the initiating trio must support any other appropriate benefits. If university resources beyond the budgets of the initiating trio are to be committed to a visiting scholar, then the provost must agree in writing.

K. NOTE: VISITING SCHOLARS ARE NOT PLU EMPLOYEES AND DO NOT RECEIVE COMPENSATION OR BENEFITS FROM PLU. THEY MAY BECOME EMPLOYEES (PART-TIME FACULTY, ETC.), BUT SUCH EMPLOYMENT IS SUBJECT TO NORMAL HIRING PROCEDURES AND AN EMPLOYMENT CONTRACT WILL BE ISSUED.

Section 6. POLICY ON ENDOWED CHAIRS AND PROFESSORS

A. Background and Purpose
   1. Endowed faculty positions are created to advance the mission of the university, to attract and retain faculty of distinction, to honor donors, and to enrich programs. These positions provide enhanced support for distinguished faculty, enabling greater contributions to the university, the community, and human knowledge through teaching, scholarship, and service.
   2. This policy offers guidelines for the establishment, appointment, and review of endowed positions at Pacific Lutheran University. It does not replace any other policies and procedures governing employment at PLU. In particular, all existing policies concerning hiring, tenure, promotion, and faculty review must be followed and take precedence if there is any perceived conflict.

B. Funding requirements
   1. An endowed position is a faculty appointment supported by income from an endowment created for such a purpose. These are dedicated faculty positions focused on a particular area of scholarship and/or teaching. Such appointments may be made at two levels:
      a. Endowed Chair: Endowment income must be sufficient to completely cover the base salary and benefits of a full-time, continuing associate professor or professor, as well as an appropriate level of additional support, consistent with the terms of this policy.
      b. Endowed Professor: Endowment income must be sufficient to cover half the base salary and benefits of a full-time, continuing associate professor or professor, as well as an appropriate level of additional support, consistent with the terms of this policy.
   2. Prior to establishing any endowed position, at least 50% of the required funds will

generally be “in hand,” along with legally binding commitments for the remainder.

3. In the event there are insufficient gifts to fund the position fully at the time of its establishment, the Endowed Position Agreement (see Section 3, below) should contain:
    a. provisions for alternative uses for the funds raised; or
    b. commitment by the president to fund any deficiency from the general fund.
4. No final commitment establishing an endowed position shall be made to a prospective donor prior to approval by the president, the provost, and the relevant academic leader(s).
5. The primary criterion governing the establishment of an endowed position is that it advances the mission and strategic agenda of the university.

C. Endowed Position Agreement

Each endowed position shall be governed by an Endowed Position Agreement developed and agreed upon by the president, provost, academic leader(s), and donor(s). The Endowed Position Agreement shall specify:

1. The name of the endowed position;
2. The purposes and objectives of the endowed position and the ways it will advance the mission and strategic agenda of the university;
3. The field(s), discipline(s), or specialization(s) in which the appointment may be made;
4. The academic unit (department, program, school, or division) within which the endowed position will be housed;
5. The academic leader(s) who will oversee the position. Generally, this will be the dean in the case of a professional school and the chair and dean in the case of a department or program within the College of Arts and Sciences. In the event of a position endowed in multiple academic units, the Endowed Position Agreement should specify how oversight responsibilities will be shared by multiple chairs and deans as applicable.
6. The budgetary guidelines and relevant signatory authority for funds included in the endowment;
7. Minimum qualifications for faculty appointed to the position;
8. The expectations for appointed faculty, including conditions for reappointment if appropriate;
9. Guidelines for review of faculty holding the position, including standards to which they will be held and guidelines for the provost and the department, program, division, and/or school that will conduct reviews;
10. Provisions to fund contingent faculty or new hires to fill courses if the endowed position removes teaching responsibilities from existing faculty lines;
11. Other terms unique to the appointment, to be developed jointly by the donor(s), president, provost, and academic leader(s);
12. Provision for alternative distribution of the income from the endowment should the subject area of the endowed chair cease to be consistent with the university’s mission or its academic plan. This alternative distribution shall be as closely related to the donor’s original intent as is feasible.

D. Definitions & Appointment Processes

1. Endowed positions can exist in three distinct categories, which are defined based on their appointment process and term as follows:
    a. Endowed Distinguished Positions: Chairs or professorships that are appointed after a national search—to which PLU faculty are entitled to apply—run by the academic unit named in the Academic Position Agreement. Endowed Distinguished Chairs and Professors are appointed to indefinitely renewable terms in their endowed position, subject to review at least every five years.
    b. Endowed Honorary Positions: Chairs or professorships that are appointed from within PLU’s faculty after an internal search run by the academic unit named in

the Endowed Position Agreement. Endowed Honorary Chairs and Professors are appointed to one or two terms of up to five years each.

c. Endowed Visiting Positions: Chairs or professorships that bring a continuing stream of scholars, creative artists, and practicing professionals to the university for a short period of time, usually no longer than two years. Endowed Visiting Chairs and Professors are appointed from outside of PLU's faculty in consultation with the academic unit named in the Endowed Position Agreement.

2. The term of appointment to an endowed distinguished or endowed honorary position is entirely distinct from a faculty member's rank and tenure. Appointment to these non-visiting endowed positions is only possible if the appointee has been or will be hired as a faculty member, and appointed persons must go through the same tenure process as all other faculty. Termination or dismissal from a regular faculty position automatically removes an appointed faculty member from the endowed position. Removal and/or conclusion of an endowed position do not change a faculty member's rank or tenure status.
3. The category in which an endowed position will be placed is determined by academic unit in which the position is housed, in consultation with the provost.
4. The category of an endowed position may be changed at the conclusion of a position-holder's term if the provost accepts the recommendation for such a change from the relevant academic leader(s).
5. All searches for endowed chairs and professorships should follow the regular and published faculty search procedures of the university and the relevant division or school, except as detailed below:
    a. The selection criteria shall be consistent with the stated purposes, objectives, and restrictions established in the Endowed Position Agreement;
    b. Commensurate with the honor accorded such positions, the minimum rank shall be at the Associate Professor rank or its equivalent for visiting professors unless otherwise specified in the Endowed Position Agreement.
6. Donors do not participate in the hiring process.

E. Terms of Appointment

1. Occupants of endowed positions shall be given an appointment letter specifying the conditions of their appointment consistent with the Endowed Position Agreement. The appointment letter shall include:
    a. The term and renewability of the appointment;
    b. Base salary and benefits, which will normally be commensurate with existing faculty compensation levels;
    c. Supplemental salary, which should be awarded in accordance with the honor and the expectations of the endowed position;
    d. Expectations for service to the university, the community, and/or for scholarship. Such expectations, which are normally above and beyond those placed on other faculty, should be matched by support from the endowment income for travel, student or staff administrative support, library acquisitions, or other expenses necessary to support the position.
    e. Teaching load, which is normally one half to two thirds of the regular faculty load in recognition of enhanced expectations for service and/or scholarship.
    f. Any other conditions as specified in the Endowed Position Agreement.
2. The occupant of the endowed position shall be entitled to the normal support funds and services generally available to all other members of the faculty, including adequate space for teaching and research. Such support funds will not generally be charged to the endowment income associated with the position.
3. Appointment to an endowed position is separate from appointment to the faculty. A

decision to award tenure to either a current or prospective appointee follows the regular policies for such decisions. Tenure applies only to the regular faculty appointment; it does not imply continuation in the endowed position.

4. Appointment to an endowed position ends at the conclusion of a non-renewed term, upon the entrance of the appointee into retirement or phased retirement, or upon the termination or death of the appointee.
5. An appointee to an endowed chair or endowed professor position may elect to discontinue appointment prior to the end of the current term, returning to regular faculty status, provided notice is given to academic leader(s) and the provost no less than one year prior.

F. Review Process

1. Endowed chairs and professors will be reviewed as regular faculty for their teaching, scholarship, and service. In addition, they will be regularly reviewed by their academic leader(s) and the provost regarding their fulfillment of the terms of their appointment letter. Academic leader(s) may request that these reviews be combined or separated as long as both occur regularly.
2. At the end of each academic year, the appointee shall prepare an addendum to their Faculty Activity Report and Self-Assessment detailing accomplishments and challenges specific to the endowed position. The academic leader(s), consulting as appropriate with other members of the appointee's academic unit, shall review and respond to the annual report.
3. Unless otherwise stated in the Endowed Position Agreement or agreed upon by the appointee and their dean, every occupant of an endowed chair or professorship will undergo review by their academic unit and by the provost every five years. Procedures for such reviews will normally be as follows:
    a. By November 15th of the last year of an appointee's term, the appointee will submit to their academic leader(s) a review covering the years since the previous appointment. This review will include a comprehensive self-assessment with respect to the expectations of the Endowed Position Agreement and appointment letter;
    b. By December 1st, the academic leader(s) will write a performance review based on the report, consulting as appropriate with other members of the appointee's academic unit. This review will include a recommendation for or against renewal, and will be shared and discussed with the faculty member prior to its release to the Office of the Provost. The faculty member will have the right to include an addendum if they desire;
    c. The faculty report, the performance review, and the faculty addendum to that review (if desired) will be submitted to the provost by December 15th;
    d. By February 1st, the provost will notify the faculty member by letter whether their appointment has been renewed. Final authority for removal of the appointee rests with the provost. Copies of the letter shall be sent to the chair and/or dean.
4. All appointments should be subject to renewal at least every five years.
5. Donors do not participate in the review process.

SECTION V: SPECIAL INSTITUTIONAL POLICIES AND PROCEDURES

Part I. – COPYRIGHT LAW AND EDUCATIONAL FAIR USE

Section 1. BACKGROUND

A. Copyright law, current thinking and practice related to intellectual property rights, and even local computer use policies are constantly changing. Given this swirl of law, practice, and policy, engaging in scholarly or instructional activity while maintaining academic integrity and respecting the property of others can be quite a challenge, indeed.
B. An exhaustive statement on copyright law is not possible here, so some general concepts and rules of thumb are presented instead.
C. Much of the material below is drawn from the following sources, which can also serve as resources for elaboration and up-to-date information:
    1. "The Library of Congress-U.S. Copyright Office," at https://www.copyright.gov/
    2. Stanford University Library's "Copyright and Fair Use" website, at https://fairuse.stanford.edu/
    3. Pacific Lutheran University policies and procedures, at
    4. https://www.plu.edu/helpdesk/ (computer use policy)
    5. https://www.plu.edu/student-code-of-conduct/student-code-of-conduct-policies/academic-integrity/ (statement on academic integrity)
    6. https://www.plu.edu/library/ (from library page, navigate to course reserves section)
    7. Copyright Clearance Center, at http://www.copyright.com/ Section

Section 2. GENERAL CONCEPTS

A. Intellectual property laws generally hold that works created by individuals are protected for the life of the author plus 70 years. Commissioned or hired work may be copyrighted for 95 years after initial publication or 120 years after the date of creation, whichever is shorter. Material not protected by copyright law includes works that lack originality (e.g., a phone book), U.S. government publications, facts, and other items in the public domain.
B. Fair use is for the most part a set of guidelines that attempt to implement various legal provisions for limited use of protected intellectual property without permission of the author or creator. "Educational fair use" encompasses the reproduction of protected works for classroom and other educational uses. Generally speaking, all material may be cited and quoted with attribution, but only limited portions of an article or book may be reproduced without permission. Just how much of a work may be reproduced under the aegis of educational fair use is a major area of contention. Up to one chapter from a book and up to one article from a journal issue seems to be a cautious, legally conservative limit.
C. Factors for gauging fair use, as established in recent legal proceedings, include a) purpose and character of the use, b) the nature of the copyrighted work, c) the amount and substantiality of the portion used, and d) the effect of the use on the potential market for the work or value of the work.
D. Individual liability for infringement of copyright is well established in the law. Faculty are responsible for their own actions under the law and should not assume they are less vulnerable than the university, or that the university is a shield of some sort.

Section 3. SOME RULES OF THUMB

A. Photocopying seems to be very safe ground at no more than one article from a journal issue and no more than one chapter from a book. More than these amounts becomes progressively tenuous.
B. Coursepacks have become a battleground for publishers and educators over the principles of educational fair use and application of the factors for fair use, especially effect on markets. Production of a coursepack without copyright clearance for all copyrighted material is risky business these days.
C. Digitizing a printed article, chapter, or image remains a murky area. Publishers do not like it because, they claim, it goes beyond usual fair use by changing to a format that more readily affects potential market through easy electronic distribution and unlimited duplication. Limited access and duration of availability seem to be circumstances tolerable to many publishers, circumstances that are offered by the university's electronic course reserves service.

Section 4. COURSE RESERVES AT PLU

Procedures for arranging both print and electronic course reserves, additional information on copyright law and guidelines, and aids for acquiring copyright clearance when needed are available at the PLU course reserves web pages. From the library gateway at https://www.plu.edu/library/, navigate to the course reserves section for links to these and many other related resources.

Part II. – FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT OF 1974 (FERPA)

Section 1.

The Family Educational Rights and Privacy Act of 1974, popularly known as the “Buckley Amendment” and carrying the acronym FERPA, governs the university’s collection, retention, and dissemination of information about students. FERPA accords students five rights:

A. The right to inspect and review education records;

B. The right to seek the amendment of education records;

C. The right to consent to the disclosure of education records;

D. The right to obtain a copy of the school’s FERPA policy; and

E. The right to file a complaint with the FERPA Office in Washington, D.C. (Now known as the Family Policy Compliance Office).

F. All faculty are required by law to follow these Federal guidelines. The policy appears on the Student Handbook website for review.

Part III. – APPLYING FOR INTERNAL AND EXTERNAL FUNDING

PLU encourages faculty to apply for grants, fellowships, and other funding sources that support professional development. This funding can augment existing programs, create new programmatic activities, bolster institutional capacity, and foster faculty-student scholarship and other types of professional development.

Section 1. INTERNAL FUNDING

A. Carol Sheffels Quigg Award for Excellence and Innovation
    1. Purpose: The Quigg Award provides support those who demonstrate unusually inventive, original, and creative approaches to advance the mission of the university.
    2. Criteria: This mid- to substantial award is granted both in recognition of achievements and in support of proposals that advance knowledge; enhance teaching and learning; build a stronger, more vibrant university culture; improve administrative practice; and/or demonstrate exceptional service to the community. The number and size of Quigg Awards will vary each year and there may be years when no awards are granted. The president of the university may make special discretionary disbursements from the award fund in support of extraordinary accomplishment or need that falls outside of the annual award competition.
    3. Eligibility: Any faculty, staff, or student and any campus organization or group may be nominated or may apply.
    4. For further details, see the website for the Office of the President's (www.plu.edu/president/carol-sheffels-quigg-awards/).
B. Innovative Teaching Grants
    1. Purpose: During the academic year the Office of the Provost makes available a number of small grants for the purpose of stimulating teaching and learning.
    2. Criteria: These grants are intended to aid the faculty member whose spur-of-the-moment idea or out-of-the-ordinary method promises improved instruction for a specific class or series of classes. Proposals are considered when funds are not otherwise available from departmental, school, or college sources. Furthermore, funds from this source are not for the purpose of providing normal operating services, such as photocopying or administrative work. Nor are they generally intended for the purchase of instructional equipment, nor for the continuation of programs which are currently in place.
    3. Eligibility: All tenured and tenure-track faculty are eligible, as are visiting, resident, and clinical faculty.
    4. For further details, see the website for the Office of the Provost (www.plu.edu/provost/documents/file-group/awards-grants/).
C. Karen Hille Phillips Regency Advancement Awards
    1. Purpose: These substantial annual awards are intended to enhance opportunities for the professional development of the university's faculty.
    2. General Criteria for Evaluating Applications for Regency Advancement Awards:
        a. The project is clearly and specifically defined.
        b. The nature of the project and the likelihood of its completion bear a justifiable relation to the time period within which it is to be carried out.

c. The project advances the applicant's professional growth, the "cutting edge" of the applicant's discipline, and/or the enhancement of the applicant's departmental curriculum or quality of classroom instruction.
d. Priority consideration shall be given to qualified projects for which external funding is unlikely. Faculty members are, however, encouraged to articulate how they have and will leverage funding.
e. All else being equal,
    i. Only the intrinsic merit of a project or activity, not its total costs, shall be primary and decisive.
    ii. Proposals from tenure-track and tenured faculty are favored over those of contingent faculty.
    iii. Proposals from tenure-track faculty are favored over those of tenured faculty.
    iv. Proposals from faculty who have not recently received a Karen Hille Phillips Regency Advancement Award are favored over those who have received an award recently.
f. Projects related to sabbatical leave proposals shall not be excluded from consideration on that account, but shall have secondary priority in competition—all else being equal. Faculty who will be on sabbatical are not eligible to receive a stipend for the summer prior to the year during which they will be on sabbatical leave.
g. More specific criteria may be developed and applied by the dean or faculty of a given school or college.

3. Eligibility: All members of the faculty, as defined by the Faculty Constitution (Article I, Section 1), are eligible.
4. For further details, see the website for the Office of the Provost (www.plu.edu/provost/documents/file-group/awards-grants/).

D. Wang Center for Global and Community Engaged Education Grants
1. Wang Center for Global and Community Engaged Education Faculty Research Grant
    a. Purpose: These substantial awards are intended to support research conducted internationally by the university's faculty.
    b. Eligibility: All tenured, tenure-track, visiting, resident, and clinical faculty are eligible, as are associates to the faculty.
    c. Further details and the application can be found on the website for the Wang Center (www.plu.edu/wang-center/faculty-staff/research-grants/#faculty).
2. Wang Center for Global and Community Engaged Education Student-Faculty Research Grant
    a. Purpose: These substantial awards are intended to support research conducted by student-faculty teams.
    b. Eligibility: All tenured, tenure-track, visiting, resident, and clinical faculty are eligible, as are associates to the faculty. Participation of emeritus faculty and members of the PLU staff for mentoring or research purposes will be considered in special circumstances. In determining the allocation of funds, priority will be given to tenured and tenure-track faculty.
    c. Further details and the application can be found on the website for the Wang Center for Global and Community Engaged Education (www.plu.edu/wang-center/faculty-staff/research-grants/#student-faculty).
3. Wang Center for Global and Community Engaged Education Study Away Curricular Development Grant
    a. Purpose: These substantial awards are intended to: provide funding assistance for prospective faculty leaders/directors to conduct site visits to places of interest

(domestic and international) to explore possibilities for establishing new programs and make appropriate contacts and arrangements; enhance study away programming, particularly in underrepresented departments and majors; and enable more PLU students to participate in study away by expanding program options available.

b. Eligibility: All tenured, tenure-track, visiting, resident, and clinical faculty are eligible.
c. Further details and the application can be found on the website for the Wang Center for Global and Community Engaged Education (https://www.plu.edu/wang-center/faculty-staff/).

E. For grants administered through a particular school, college, or inter-disciplinary program, contact the relevant dean and/or chair.

Section 2. EXTERNAL FUNDING

A. Grant Application Procedures
1. In order to facilitate the process, assist in proposal preparation, and to coordinate efforts, it is recommended that early in the formation of the proposal, the author explore the idea with the dean, department chair, colleagues, and the Office of the Provost. Shortly thereafter, one should contact the Office of Advancement and talk with the grants representative. In cases where the proposal has a large, programmatic reach of the grant is broad, and/or if matching funds from PLU will be requested, it is especially important to begin conversations with the department chair, dean, and the Offices of Advancement, Provost, and Finance and Administration early in the process of developing the proposal. To aid in that dialogue, applicants should complete the form, “Notice of Intent to Apply for a Grant,” that helps the author address critical components such as deadlines, matching requirements, and grant implications. At least one week before final submission, a “Grant Approval Form” should be completed. This is an important document that PLU will use once the grant has been awarded to delineate the financial responsibilities and obligations. Both of these forms are available from the website for the Office of the Provost. Obtaining the requisite signatures assures that all relevant officials are cognizant of the grant proposal.
2. Once a proposal is complete and ready to submit, copies must be sent to the Office of Advancement and to the Office of the Provost, and one copy must be retained by the applicant. The Office of Advancement tracks grant applications, so it is most helpful if applicants notify them as to the outcome of the proposal and send to them copies of any acceptance or declination letters. Generally speaking, agencies award the funds with a check that is mailed to the Office of Advancement. Successful applicants need to coordinate with the Office of the Provost to assure that an account number and budget have been established with the Business Office. Doing so promptly enables the Office of Advancement to deposit the funds in the appropriate account.

Part IV. – INCLUSIVE LANGUAGE

A. PLU supports the efforts of faculty, students, staff, and administrators to employ and augment the inclusive language guidelines of their professions or disciplines, and to reflect upon the cultural conditions which have made such guidelines integral to contemporary language use.
B. General ELCA guidelines suggest that inclusive language avoid stereotypes and biases and not alienate, demean, or misrepresent persons based on gender, race, physical or mental ability, sexual orientation, class, nationality, religion, family, age, or status.
C. PLU promotes the use of language that includes and affirms groups that have often been misrepresented in or left out of discourse, directs our attention to the nuances of social reference, and calls us to address all individuals with respect.

Part V. – POLICY FOR DEALING WITH AND REPORTING POSSIBLE MISCONDUCT IN SCIENCE

Section 1.

A. Pacific Lutheran University has the responsibility to initiate inquiry and investigation into situations in which there is allegation of misconduct in scientific research carried out at this university in order to determine the veracity of the allegations and to report the proceedings and conclusions drawn from such inquiries and investigations to governmental and other agencies providing funding for the research. According to Rule 42 CFR Part 50 of the Public Health Service Act, misconduct in science is fabrication, falsification, plagiarism, deception, or other practices that seriously deviate from those that are commonly accepted within the scientific community for proposing, conducting, or reporting research; or material failure to comply with federal requirements that uniquely relate to the conduct of research. It does not include honest error or honest differences in interpretations or judgments of data (42 CFR § 50.102).
B. The procedures of Pacific Lutheran University for conducting such inquiry and investigation shall be according to the Rule of the Public Health Service Act contained in 42 CFR Part 50 with respect to timeliness of the inquiry and investigation processes, protection of privacy of both the persons bringing the allegations and the affected individual(s), and the reporting of such deliberations to the appropriate governmental or private agencies, e.g., the Office of Scientific Integrity for any research or related activities supported by the National Institutes of Health.
C. In addition to the specific requirements of the Public Health Service Act Rules, the following procedures should be followed:
    1. Inquiry may be initiated by written request from the person(s) bringing the allegation to the Office of the Provost.
    2. At the request of the provost, the inquiry shall be carried out by the Rank and Tenure Committee of the faculty with appropriate procedures to respect the privacy of all individuals concerned as are normally applied to matters of faculty rank and tenure and in accordance with Public Health Service Rule 42 CFR§ 50.103.
    3. If it is considered necessary as a result of the inquiry for full investigation to be made, the investigation shall be carried out according to Article VI, Section 2 of the Faculty Constitution and By-laws, Disciplinary and Dismissal Procedures, with the following exceptions:
        a. Subsection d.(2).ix: The hearing is with respect to charges of scientific misconduct rather than incompetence.
        b. Subsection d.(2).xiii: Dismissal is not assumed to be at issue with respect to the outcome of the investigation; recommendations of penalties or consequences shall be determined as appropriate to the seriousness and scope of the misconduct.
    4. The investigatory hearing shall comply with the above Public Health Service Act Rule Sections 50.103 and 50.104 with respect to specific requests for notification and reporting and for due process.
    5. The affected individual may petition for redress if they have cause for grievance in the

event that the procedures and rules cited or described above have not been followed.

6. A complete copy of the policy statement and the Public Health Service Rule shall be made available by the Office of the Provost to any faculty member or other university-employed scientific investigator upon request.

Part VI. – POLICY ON POLITICAL ACTIVITIES

A. University facilities shall not be made available for purely political speeches. Organized student political groups may sponsor political figures on campus, provided that the activities are limited to institutional audiences and that the general public is not invited. Official organizations of the university may invite political figures to the campus for educational and lecture purposes only. Partisan campaigning on the campus is precluded.
B. Personal or political mail not involving university business must be sent first class if it is to be distributed in individual mailboxes. With appropriate approval, materials may be distributed personally in various areas, such as a designated display area in the University Center. All university facilities, including materials, are to be paid for personally. University stationery and envelopes are not to be used for private matters.

Part VII. – POLICY ON RELIGIOUS GROUPS

Pacific Lutheran University . . .

A. understands and identifies itself as a Christian university in view of its Lutheran heritage, ownership and governance, mission, and educational philosophy.
B. formalizes this identity as a Lutheran—and so, Christian—university in part through the provision of regular opportunities for worship (University Chapel and the University Congregation) and through the support of campus ministry staffed by Lutheran clergy (Campus Ministry Office).
C. actively encourages the Christian faith and life of students, staff, and faculty while recognizing the diversity of Christian denominations and traditions represented within the university community.
D. values the presence of those from other faith traditions, and also those who belong to no faith tradition, acknowledging the benefits within an educational institution of pluralism of ideas and commitments.
E. provides for the academic study of Christianity and other religious traditions through the course offerings of its Religion Department.
F. allows for members of the university community to organize recognized religious clubs whose activities are consistent with the university's educational objectives.
G. retains the right to restrict and/or prohibit those religious groups whose activities originate outside of the university, conflict with the educational objectives of the university, or violate established university policies or procedures (for example, active, coercive, or confrontational proselytizing on campus, excessive use of university bulletin boards, or the excessive influence of off-campus organizations).

Part VIII. – SPEAKER POLICY

A. Pacific Lutheran University endorses the principle that by definition it is a place of free inquiry. In accordance with this principle, any recognized university organization shall be allowed to invite any person of its choosing. Effort should be made to inform the academic and larger community that such sponsorship of a guest speaker does not necessarily imply approval of the views expressed or endorsement of them by either the sponsoring group or the university.
B. Routine scheduling procedures required by the university must be followed before completing arrangements for any speaker. Availability of suitable space for the event which does not conflict with the university's regularly scheduled program will be the only factor considered in approving a proposed meeting, but it shall be required that the audience be given an opportunity to question speakers at the conclusion of their presentations. This latter requirement may be waived only by the director of the University Center or by appeal to the president. Either of these persons may also require:
    1. The appointment of an approved moderator for the event with authority to close the meeting if, in their judgment, it becomes disorderly or disruptive.
    2. The restriction of the audience to members of the campus community or to members of a specific organization only.

SECTION VI: REFERENCE MATERIAL

Part I. – ACADEMIC STRUCTURE OF THE UNIVERSITY

Section 1. COLLEGE OF HEALTH PROFESSIONS

A. Department of Kinesiology

B. Department of Marriage and Family Therapy

C. School of Nursing

D. Department of Social Work

Section 2. COLLEGE OF LIBERAL STUDIES

A. Department of Critical Interdisciplinary Studies

- Gender, Sexuality and Race Studies Program
- Holocaust & Genocide Studies Program
- Native American & Indigenous Studies Program

B. Department of Economics

C. Department of English

D. Department of Global and Cultural Studies

- Chinese Studies
- French and Francophone Studies
- Global Studies
- Hispanic and Latino Studies

E. Department of History

F. Individualized Major

G. Master of Fines Arts in Creative Writing

H. Department of Philosophy

I. Department of Political Science

J. Publishing & Printing Arts Program

K. Department of Religion

L. Department of Sociology, Criminal Justice and Anthropology

Section 3. COLLEGE OF NATURAL SCIENCES

A. Department of Biology

B. Department of Chemistry

C. Department of Computer Science

D. Department of Earth Science and Environmental Studies

E. Department of Mathematics

F. Department of Physics

G. Department Psychology

H. STEM Education Minor

Section 4. COLLEGE OF PROFESSIONAL STUDIES

A. School of Business

B. Department of Communication, Media and Design Arts

C. School of Education

D. Innovation Studies Program

E. School of Music, Theatre, and Dance

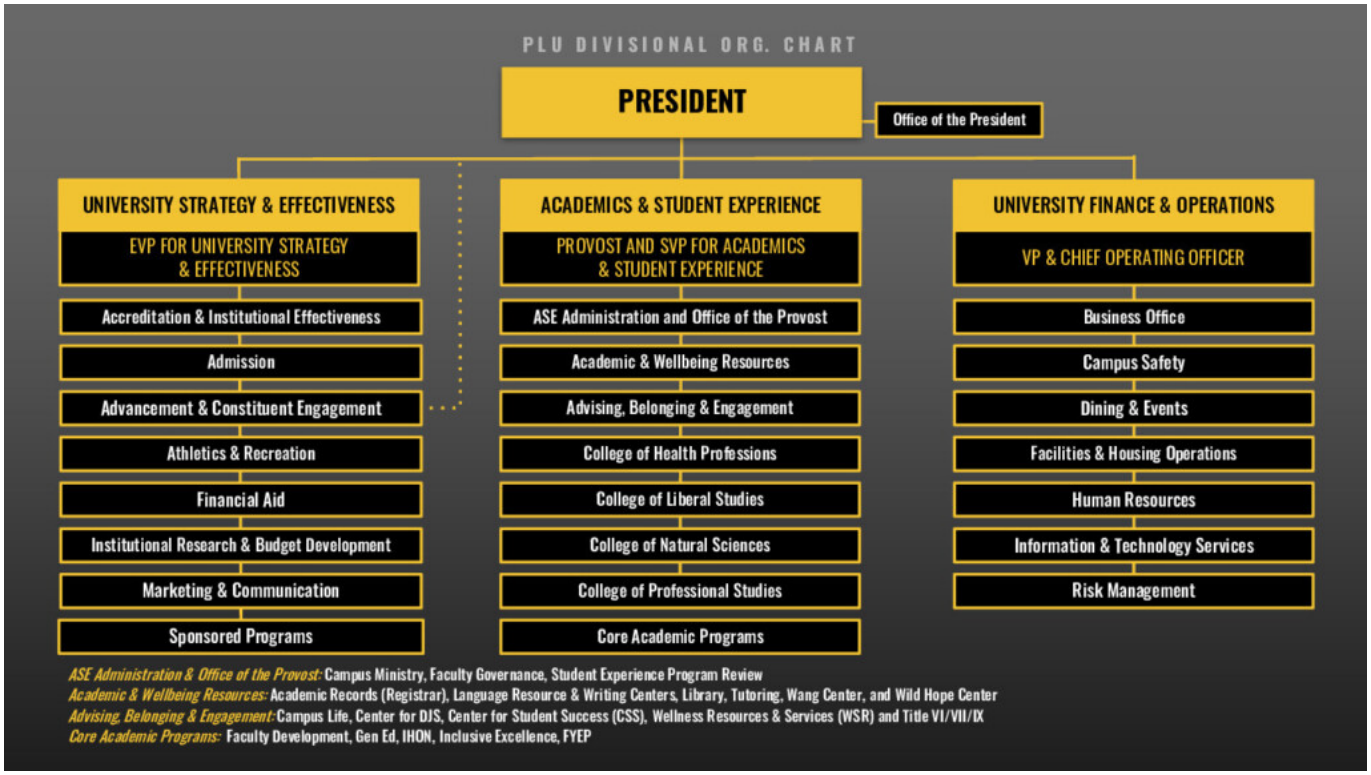
Section 5. ACADEMIC CORE PROGRAMS

A. First-Year Experience Program

B. International Honors Program

Section 6. DEPARTMENT OF MILITARY SCIENCE

ORGANIZATIONAL CHART



Part II. – ARTICLES OF INCORPORATION

RESTATED ARTICLES OF INCORPORATION
of
PACIFIC LUTHERAN UNIVERSITY

Restated as of September 8, 2009
Amended as of September 7, 2010

These are the Restated Articles of Incorporation of Pacific Lutheran University, a non-profit corporation organized under the laws of the State of Washington (the "Corporation").

ARTICLE I

NAME AND LOCATION

The name of the Corporation shall be Pacific Lutheran University, and its principal place of business shall be in Tacoma, Washington.

ARTICLE II

OBJECT AND PURPOSE

A. Organization: The Corporation is organized exclusively for charitable, religious, education and scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, including but not limited to, establishing and maintaining within the State of Washington an institution of learning of university rank in the tradition of Lutheran higher education, affiliated with the Evangelical Lutheran Church in America (the "ELCA"), and known as Pacific Lutheran University (the "University").

B. Powers: In carrying out these purposes, the Corporation may exercise all powers of a corporation organized under the nonprofit corporation laws of the State of Washington, RCW 24.03 (the "Act"). Such power shall be exercised to carry out the University's mission to educate students for lives of thoughtful inquiry, service, leadership, and care for other persons, for their communities, and for the earth.

In order to carry out its mission, the University shall have the power to:

(1) confer degrees on students who meet the University's requirements;

(2) engage instructors, administrators and staff;

(3) acquire, purchase, own, hold, improve, use, mortgage, sell and convey real and personal property of every kind and description;

(4) purchase, construct, operate and maintain necessary and suitable buildings and structures for school purposes with necessary equipment and appurtenances;

(5) have, accept and receive any rents, profits, annuities, grants, legacies, donations or bequests of any kind whatsoever for such uses and purposes; and

(6) do all and every act and thing necessary and proper for carrying out the objectives and mission of the Corporation, which are permitted by the nonprofit corporation laws of the State of Washington.

ARTICLE III

TIME OF EXISTENCE

The time of existence of this Corporation shall be perpetual.

ARTICLE IV

MEMBERSHIP

The members of this Corporation shall be the member congregations of Region 1 of the ELCA (the "Members"). The Members shall vote on matters reserved for Member approval under the Articles of Incorporation, the Bylaws or the Act. The Members shall vote through representatives elected by the Members (the "Representatives"). The Representatives shall be elected in accordance with the procedures established from time to time by Region 1 of the ELCA. The number of Representatives shall be established by the Bylaws of the Corporation.

ARTICLE V

BOARD OF REGENTS

The affairs of the Corporation shall be managed by a Board of Regents, who shall have the authority granted to a board of directors of a nonprofit corporation under the Act, and as further provided in the Articles and Bylaws of the Corporation. The members of the Board of Regents shall be elected in accordance with procedures established in the Bylaws of the Corporation.

ARTICLE VI

DISSOLUTION

Upon the dissolution of the Corporation, the Board of Regents shall, after paying or making provisions for the payment of all the liabilities of the Corporation, dispose of all of the assets of the Corporation to the Evangelical Lutheran Church of America or its successors, provided that the recipient shall at that time qualify as an exempt corporation under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) and if the recipient is not so qualified, then for similar or identical uses or purposes to any other similar Lutheran organization or organizations that are then qualified as an exempt organization or organizations under the provisions of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or any successor provision, as the Board of Regents shall determine.

ARTICLE VII

LIABILITY AND INDEMNIFICATION

A. Limitation of Liability of Regents. The members of the Board of Regents of the University (the "Regents") shall not be personally liable to the University for monetary damages for conduct as a Regent, except: (i) for acts or omissions which involved intentional misconduct by the Regent or a knowing violation of law by the Regent; or (ii) for any transaction from which the Regent will personally receive a benefit in money, property, or service to which the Regent is not legally

entitled. If the Washington Nonprofit Corporation Act is amended to authorize corporate action further eliminating or limiting the personal liability of directors, then the liability of a Regent shall be eliminated or limited to the fullest extent permitted by the Act, as so amended. Any repeal or modification of the foregoing section by vote of Members of the Corporation shall not adversely affect any right or protection of Regent existing at the time of such repeal or modification.

B. Indemnification. The Corporation shall indemnify the Representatives, Regents, the Chair, the President, and other officers of the Corporation against all liability, damage, and expenses arising from or in connection with service for, employment by, or other affiliation with the corporation or other firms or entities to the maximum extent and under all circumstances permitted by law more fully set forth in the Bylaws; provided that no indemnification shall be provided under this Section to any such person if the Corporation is prohibited by the nonexclusive provisions of the Act or other applicable law as then in effect from paying such indemnification or, if in the opinion of counsel, payment of such indemnification would subject the Corporation to imposition of excise taxes under the Internal Revenue Code or would cause the corporation to lose its exempt status from federal income taxation. The Board of Regents may, in its discretion, provide similar indemnification to other employees or agents of the Corporation.

C. Reference to Bylaws. All other conditions, qualifications, requirements, privileges and regulations regarding the Corporation, Members, Representatives, Regents and other officers shall be fixed and governed by the Bylaws of the Corporation.

ARTICLE VIII

AMENDMENTS

These Articles may be amended by vote of a majority of the Representatives of the Members at an annual meeting of the Members or a special meeting of the Members called for that purpose.

CERTIFICATION

These Restated Articles of Incorporation correctly set forth without change the provisions of the Articles of Incorporation, as amended by the Articles of Amendment. These Restated and Amended Articles of Incorporation supersede the original Articles of Incorporation and all amendments thereto.

Executed under penalty of perjury under the laws of the State of Washington, this 14th day of September, 2010.

PACIFIC LUTHERAN UNIVERSITY



Name: Robert Gomulkiewicz
Its: Chairman of the Board

AMENDED BYLAWS
of
PACIFIC LUTHERAN UNIVERSITY

Amended as of September 6, 2011

These are the Amended Bylaws of Pacific Lutheran University, a nonprofit corporation organized under the laws of the State of Washington (the "Corporation").

ARTICLE I

Purposes

1.1 **Nonprofit Purposes**. The Corporation has been organized exclusively for charitable, religious, education and scientific purposes, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, including but not limited to establishing and maintaining within the State of Washington an institution of learning of university rank in the tradition of Lutheran higher education (the "University"), affiliated with the Evangelical Lutheran Church in America (the "ELCA").

1.2 **Mission**. The mission of the University is to educate students for lives of thoughtful inquiry, service, leadership, and care for other persons, for their communities and for the earth.

ARTICLE II

Registered Office and Registered Agent

2.1 **Registered Office**. The registered office of the Corporation shall be located in the State of Washington at such place as may be fixed from time to time by the Board of Regents of the University ("Board") upon filing of such notices as may be required by law, and the registered agent shall have a business office identical with such registered office. A registered agent so appointed shall consent to appointment in writing, and such consent shall be filed with the Secretary of State of the State of Washington.

2.2 **Change of Address**. If a registered agent changes the street address of the agent's business office, the registered agent may change the street address of the registered office of the Corporation by notifying the University in writing of the change and signing, either manually or in facsimile, and delivering to the Secretary of State for filing a statement of such change, as required by law.

2.3 **Change of Agent**. The University may change its registered agent at any time upon the filing of an appropriate notice with the Secretary of State, with the written consent of the new registered agent either included in or attached to such notice.

2.4 **Other Offices**. In addition to the registered office of the Corporation, the University may have such other offices as the Board may from time to time designate.

ARTICLE III

Members

3.1 **Voting**. The members of the Corporation (the "Members") shall be the congregations which are part of the synods of Region 1 of the ELCA (the "Synods"), acting by and through the Representatives, as defined below. At meetings of the Corporation, the following persons shall be entitled to vote on matters requiring approval of the Members of the Corporation, as representatives

of the Members: (i) the members of the Board (the "Regents"); and (ii) the delegates in attendance at the annual meeting of the Members, lay or clergy, elected or appointed by the Synods, (collectively, the "Representatives"). Each Synod shall be entitled to elect or appoint one Representative for each five (5) congregations in such Synod at the time of the election or the appointment. Representatives who are not Regents shall serve until the convening of the next annual meeting of the Corporation or until their successors have been duly appointed and qualified. The Representatives who are Regents shall serve as Representatives for so long as they remain Regents.

3.2 **Meetings of Members**.

3.2.1 The Members, acting through the Representatives, shall meet annually on the campus of the University for the transaction of business pertaining to the University. The Chair of the Board (the "Chair") shall issue notice of such meeting to the Members at least ten (10) days in advance of the meeting and shall serve as Chair of the meeting.

3.2.2 Special meetings of the Members may be called by the Board to transact business upon not less than ten (10) days notice to the Representatives, acting on behalf of the Members.

3.2.3 The notice of a special meeting shall state the purpose(s) of the meeting.

3.2.4 At any annual or special meeting, the presence of thirty percent (30%) of the Representatives, acting on behalf of the Members, shall constitute a quorum for such meeting.

3.3 **Annual Meeting**. At the annual meeting, the Representatives, acting on behalf of the Members, shall hear the reports from the Chair, the President of the University (the "President"), the nominating committee, and such other reports as the Chair or the Representatives, acting on behalf of the Members, shall deem advisable. The Representatives, acting on behalf of the Members, may make such recommendations to the Board as they deem advisable.

3.4 **Elections**. Regents shall be elected at the annual meeting of the Members, acting through the Representatives, in accordance with the following procedure:

3.4.1 Regents from the Member congregations of Region 1 of the ELCA (the "ELCA Regents") shall be elected as follows:

a. A nominating committee shall be selected to propose candidates for election as Regents. The nominating committee shall consist of seven (7) members, four (4) of whom shall be elected by the Members, acting through the Representatives, at their annual meeting, and two (2) of whom shall be appointed by the Chair from among the members of the Board, with the Chair serving as an ex-officio voting member. If a vacancy on the committee occurs between annual meetings, the Chair shall fill the vacancy by appointment of a person or persons qualified to serve, subject to ratification by the officers of the Board.

b. In advance of the annual meeting, the nominating committee shall make known, through appropriate publications and other such media as the committee finds available, that it is receiving nominations for members of the Board. It shall publish the address to which nominations are to be sent and the dates on which nominations will be closed. The committee shall give due consideration to all nominees after ascertaining that each is qualified under Section 4.2 below and willing to serve if elected. It shall then present one (1) ELCA Regent position to be filled on the Board.

c. At all elections of ELCA Regents, nominations may also be made from the floor at the

annual meeting. For nominations made from the floor, the nominator shall be required to qualify a nominee by presenting in writing to the secretary of the Board a statement not to exceed two hundred (200) words to be read to the meeting, which statement shall become a matter of record, and reasonable assurances that the nominee is willing to serve if elected. One seconding of the nomination is required and will be acknowledged, but without seconding speeches. Furthermore, the nominator must be able to assure the meeting that the nominee is willing to serve if elected.

3.4.2 Alumni Regents, as defined in Section 4.3.3 below, shall be elected at the annual meeting after nominations by the University Alumni Association pursuant to Section 4.3.3 below.

3.4.3 At Large Regents, as defined in Section 4.3.4 below, shall be elected at the annual meeting after nominations by the Board pursuant to Section 4.3.4 below.

3.4.4 Bishop Regents, as defined in Section 4.3.5 below, shall be elected at the annual meeting after nominations by the bishops of the Synods pursuant to Section 4.3.5 below.

3.4.5 Chair shall prepare an official ballot, listing all candidates and identifying each group as set forth in Section 4.3 of these Bylaws. As near as may be, the Chair shall ensure that one-third of the elective members of the Board in each category described in Section 4.3, shall be elected annually. The Chair shall distribute the ballots at the annual meeting and shall audit the election results and promptly report the same in writing to the bishops of the Synods and the President.

ARTICLE IV

Board of Regents

4.1 **Powers**. The affairs of the University shall be managed by a Board of Regents, who shall have the authority granted to a board of directors of a nonprofit corporation under RCW 24.03, and as further provided in the Articles of Incorporation (the “Articles”) and Bylaws of the Corporation. The Board’s powers shall include, but are not limited to, the power to:

4.1.1 Govern the University in accordance with the purposes stated in the Articles, the provisions of these Bylaws, and in accordance with policies and/or regulations adopted by the Board from time to time.

4.1.2 Elect the President of the University, following such consultations with elected representatives of the faculty, the students, the alumni, and such other groups or organizations as the Regents deem advisable.

4.1.3 Elect, upon recommendation of the President, the other officers of the administration and members of the faculty.

4.1.4 Establish, upon recommendation of the President, the necessary structure, policies, and rules for the efficient organization, administration, and operation of the University.

4.1.5 Appoint, in case of vacancy in the office of the President, an acting President who shall serve until a President has been elected and installed.

4.1.6 Establish the academic program, upon recommendation of the President and faculty, and to specify the schools, colleges, and departments within which the faculty may develop curricula and instructional programs.

4.1.7 Empower the faculty to organize itself for the effective conduct of the academic program of the University, subject to the approval of the Board, and to regulate the life and conduct of the students in accordance with policies determined by the Board.

4.1.8 Oversee the management of the financial affairs of the University, including without limitation supervising the borrowing of funds, assumption of liabilities, fixing of salaries, guaranteeing of student loans, the management of all funds, and the acquisition and disposition of property, all in accordance with the provisions of the Articles and these Bylaws.

4.1.9 Establish tuition and other fees.

4.1.10 Establish scholarships, aid funds, awards, and prizes.

4.1.11 Authorize, upon recommendation of the faculty, the granting of degrees in course, and honorary degrees.

4.1.12 Discipline, suspend, or discharge, subject to the University disciplinary procedures, University officers, members of the faculty, staff and students.

4.1.13 Fill unexpired term vacancies in the membership of the Board.

4.1.14 Delegate to committees of the Board such responsibility and authority as it deems advisable.

4.1.15 Provide for fidelity bonds, in an amount to be determined by the Board, to cover all corporate officers and employees of the University.

4.1.16 Exercise all other powers and authorities given to the boards of directors of nonprofit corporations under the laws of the State of Washington.

4.2 **Qualifications**. Qualifications for service as a Regent of the University are:

4.2.1 For the ELCA Regents elected in accordance with Section 4.3.2 below membership in a congregation that is in a Synod of Region 1 of the ELCA; for the Bishop Regents as defined in and elected in accordance with Section 4.3.5, current service as a bishop of one of the Synods.

4.2.2 For all Regents:

(a) A deep commitment to: the mission, vision, values and purpose of the University; and Lutheran higher education.

(b) An understanding of educational and/or organizational administration.

(c) Willingness and ability to communicate on behalf of the University.

(d) A sense of stewardship which will allow development of prudent policies to protect the University’s assets.

(e) Concern for the welfare and development of the leaders, officers and staff of the University.

(f) Concern for the welfare and development of the faculty, and an appreciation for their work of teaching, scholarship and leadership as central to the mission of the University.

(g) Concern for the health, activities, living conditions, and general physical, educational, and spiritual welfare of the students.

(h) Willingness and ability to attend and participate in regular meetings of the Regents, attend orientation and other informational and educational sessions and review materials prepared for them.

(i) In addition to giving generous financial support to the University's needs, proportionate to his or her means, a willingness and ability to help to identify donors and assist the University to raise funds.

4.3 **Number and Term**.

4.3.1 The Board shall consist of: (a) three Bishop Regents (as defined in Section 4.3.5), (b) the President of the University, who by virtue of his/her office, shall serve as an ex-officio voting member, and (c) not more than thirty-three (33) other voting members.

4.3.2 At least eighteen (18) ELCA Regents shall be elected by the Members, acting through the Representatives at their annual meeting from the members of congregations of the Synods. Of these eighteen (18), at least three (3) shall be pastors.

4.3.3 Three (3) Regents shall be nominated by the University Alumni Association, to be seated upon election by the Member, acting through the Representatives at their annual meeting (the Alumni Regents). Of these three (3) Alumni Regents, at least one (1) shall be a member of a congregation of the ELCA.

4.3.4 Twelve (12) regents-at-large shall be nominated by the Board, to be seated upon election by the Members, acting through the Representatives at their annual meeting (the "At-Large Regents).

4.3.5 The three (3) bishops who will serve as Regents shall be nominated by the bishops of the Synods for staggered terms, to be seated upon election by the Members, acting through the Representatives at their annual meeting (the "Bishop Regents").

4.3.6 Each ELCA Regent, Alumni Regent, At-Large Regent and Bishop Regent shall serve for a term of three (3) years, beginning with the first regular meeting of the Board following election and may be elected for a maximum of three (3) consecutive terms. As an ex-officio voting member of the Board, the President shall serve as a Regent as long as he/she holds the office of the President and shall not be subject to any term limitation.

4.4 **Advisors**. The Board may appoint such advisors as the occasion warrants and for such periods of time as seems advisable. Advisors shall have such voice as the Board shall grant to them but shall not have vote. Advisors from the faculty and the student body shall be appointed for such periods and in such numbers as deemed necessary. All bishops of Region 1 not elected to the Board shall be advisors of the Board and are welcome to attend all meetings.

4.5 **Change of Number**. The number of Regents may at any time be increased or decreased by amendment to these Bylaws in accordance with the terms of these Bylaws.

4.6 **Removal of Regents**. Any Regent may be removed by the vote of seventy five percent (75%) of the other Regents present at any regular meeting or special meeting at which a quorum is present.

4.7 **Vacancies**. All vacancies on the Board, whether caused by resignation, death or otherwise, may

be temporarily filled by election of the remaining Regents at any regular or special meeting. Any Regent so appointed to fill a vacancy shall stand for election or ratification by the representatives at their next annual meeting.

4.8 **Resignation**. A Regent may resign at any time by delivering written notice to the Chair, the President or the secretary of the Board. A resignation is effective when the notice is delivered unless the notice specifies a later effective date.

4.9 **Meetings**. The Board shall meet at least three (3) times a year. The first meeting shall be held as soon as practicable after the annual meeting of the Representatives. Additional meetings may be held at the call of the Chair or the President. The Chair is required to call a special meeting of the Board whenever five (5) or more Regents request in writing that such a meeting be called. Five (5) days notice shall be given for all meetings of the Board or any committee, and the notification of special meetings shall stipulate the purpose(s) of such meetings.

4.10 **Waiver of Notice**. A Regent may waive any notice required by law, by the Articles or by these Bylaws before or after the time stated for the meeting, and such waiver shall be equivalent to the giving of such notice. Such waiver must be in writing, signed by the Regent entitled to such notice and delivered to the University for inclusion in the minutes or filing with the corporate records. A Regent's attendance at or participation in a meeting shall constitute a waiver of any required notice to the Regent of the meeting unless the Regent at the beginning of the meeting, or promptly upon the Regent's arrival, objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

4.11 **Action by Regents Without a Meeting**. Any action required or permitted to be taken at a meeting of the Board, or of a committee thereof, may be taken without a meeting if a consent in the form of a record, setting forth the action so taken, is executed by all of the Regents entitled to vote on the matter. The action must be evidenced by one or more written consents setting forth the action taken, signed by each of the Regents, or by each of the members of the committee, as the case may be, either before or after the action taken, and delivered to the Chair or secretary of the Board for inclusion in the minutes or filing with the University's records. Subject to appropriate safeguards, consents transmitted by facsimile or by e-mail shall be considered valid written consents. Action taken under this Section is effective when the last Regent signs the consent, unless the consent specifies a later effective date.

4.12 **Participation by Means of Communications Equipment**. Regents may participate in a regular or special meeting of the Board (or of a committee thereof) by, or may conduct the meeting through the use of, any means of communication by which all Regents participating can hear each other during the meeting

4.13 **Quorum**. A majority of the Regents shall constitute a quorum for the transaction of business, and a majority of a quorum may act, except as otherwise provided in these Bylaws.

4.14 **Registering Dissent**. A Regent who is present at a meeting of the Board at which action on a corporate matter is taken is deemed to have assented to such action unless (a) the Regent's dissent or abstention from the action is entered in the minutes of the meeting; or (b) the Regent delivers written notice of the Regent's dissent or abstention to the presiding officer of the meeting before its adjournment or within a reasonable time after adjournment of the meeting. The right to dissent or abstain is not available to a Regent who voted in favor of the action taken.

4.15 **Officers of the Board**. The Board shall elect from among the Regents a Chair, Vice-Chair, and Secretary. They shall be elected at the first regular meeting of the Members, acting through the

Representatives following the annual meeting of the Representatives. They shall serve for one year or until their successors are elected and qualified. They shall also serve in their respective capacities as officers of the University. In addition to their specific duties as set forth below, the officers shall manage the annual evaluation of the President, administer all contacts related to the President's employment and compensation, recommend to the Board any appropriate adjustments to presidential compensation and benefits and perform such other duties as the Board may delegate to them.

4.15.1 The Chair shall preside at all meetings of the Representatives and of the Board. Together with the secretary or treasurer, the Chair shall sign all authorized corporate documents requiring such signatures, and generally perform the duties pertaining to the office of the Chair.

4.15.2 The Vice-Chair of the Board, in the event of the absence or disability of the Chair, shall serve as set forth in Section 4.15.1 above.

4.15.3 The Secretary shall keep a true record of the proceedings of the Members, acting through the Representatives, and of the Board; conduct all correspondence pertaining thereto; and with the Chair, execute all corporate documents requiring such signatures and generally perform the duties pertaining to the office of the secretary, including preservation of the corporate records.

4.16 **Treasurer**. The Board shall elect at its first regular meeting a treasurer of the University whose office, subject to re-election, shall be for one year. The Treasurer need not be a member of the Board.

4.16.1 The Treasurer of the University shall be responsible for the receipt and custody of all money and securities of the University, except as otherwise provided by the Board; the Treasurer shall take such measures for their safekeeping and shall disburse under such conditions as the Board may direct. The Treasurer shall, however, with the authorization of the Board and in concert with such other persons as the Board may authorize, have power to buy and sell real and personal property relating to the general routine of operations of the University within limitations set by the Board.

4.16.2 The Treasurer shall cause to be prepared an annual statement of the financial condition of the University for the President and the Board. At such other times as the President or the Chair may request it, the Treasurer shall prepare such financial statements as requested. The books shall at all times be open to inspection by the Board and shall be audited at least once a year.

4.16.3 In case of protracted absence on the part of the Treasurer, or inability to act, the Board shall make provision to care for the duties of the office. In case of vacancy in the office of the Treasurer, the Board shall fill the office at its next meeting.

4.17 **Vacancies; Resignation and Removal**. The Board may fill vacancies in any office arising from any cause at any regular or special meeting of the Board. An officer may resign at any time by delivering notice to the Chair or President. Such notice shall be effective when delivered unless the notice specifies a later effective date. Any officer elected or appointed by the Board may be removed at any time, with or without cause, by the affirmative vote of a majority of the Board .

4.18 **Committees**. The Board , by resolution adopted by a majority of the Board , may create one or more committees of Regents. Each committee must consist of two or more Regents, together with

such other persons not serving as Regents as the Board shall approve, all of whom serve at the pleasure of the Board. The Board may from time to time, upon consultation with the President, appoint administrative officers of the University as advisors to such committees. The committees shall confer, as occasion warrants, and upon recommendation of the President, with appropriate administrative officers of the University, as well as with representatives of the faculty and the student body.

4.18.1 Each committee shall have such power as may be delegated to it from time to time, except that no committee shall have the authority to: (a) approve an action that by law is required to be approved by the Board or the Members, acting through the Representatives, including, but not limited to, merger, consolidation or the sale, lease or exchange of all or substantially all of the property and assets of the University not in the ordinary course of business; (b) elect, appoint, or remove Regents, officers or any member of any committee; (c) amend the Articles; or (d) adopt, amend or repeal these Bylaws; provided that, if the Board creates an executive committee, such executive committee shall have authority to act on behalf of the Board between meetings of the Board.

4.18.2 The creation of, delegation of authority to or action by a committee does not relieve the Board, or any individual Regent, of any responsibility imposed upon the Board or an individual Regent by law, by the Articles or by these Bylaws.

4.18.3 Each member of a committee shall continue as such until the next annual meeting of the Board and until his or her successor is appointed, unless the member resigns or is removed.

4.18.4 Appointments made in the same manner as provided in the case of the original appointments may fill vacancies in the membership of any committee.

4.18.5 Unless otherwise provided in the resolution of the Board designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

4.19 **Policies and Procedures**. The Board may adopt, amend or repeal such policies and procedures as it may deem advisable for the conduct of its affairs.

4.20 **Annual Report**. The Board shall report annually through the Chair to the Representatives of the Members.

ARTICLE V

Administration of the University

5.1 **President**. The President of the University shall be the executive head of the University, and an advisory member of all committees of the Board. The President shall report regularly to the Board, or whenever required by it, concerning the work and needs of the University.

5.1.1 The President shall nominate to the Board for its approval all senior administrative officers, such as provost, vice presidents, and academic deans, as well as tenure-eligible members of the faculty. The President shall recommend for approval by the Board, faculty promotions and leaves of absence. The President shall have authority to make temporary appointments of senior officers. All officers and staff shall serve at the pleasure of the President, subject to tenure limitations and such policies as the University may establish for employees.

5.1.2 The President shall cause to be prepared a budget for each year to be submitted to the Board for approval.

5.1.3 The President shall, together with the provost, the Chair, and the secretary of the Board, sign all diplomas given in evidence of degrees granted by the University.

5.1.4 The President shall promote the mission of the University and its ideals of scholarship.

5.1.5 The President may, if he or she deems it necessary for good cause, suspend a faculty member or administrative officer.

5.1.6 The President may be removed from office for any reason by a vote of two-thirds (2/3rds) of the total number of Regents, excluding the President; notice of the meeting at which such vote is taken shall provide that a purpose of the meeting is to discuss removal of the President from office.

5.1.7 The President shall report to the annual meeting of the Corporation.

5.2 **Qualifications**. The President of the University shall:

(a) demonstrate a deep understanding of and commitment to: the vision, mission, values and purpose of the University; and Lutheran higher education, as grounded in the Lutheran confessional tradition; and

(b) be a member of a Lutheran church, or of a Christian denomination with which the ELCA has a relationship of full communion.

ARTICLE VI

Faculty

6.1 **Membership and Tenure**. The faculty shall consist of the President of the University, the vice presidents, the deans of the schools and colleges, the dean of students, the professors, the associate professors, the assistant professors, the instructors, the professional librarians, as well as other persons designated by the Board upon recommendation of the President. The President, as he or she deems advisable, may invite non-academic members of the administrative staff to attend faculty meetings. The individuals may be given the right to speak, but they shall not have vote. Tenure in office shall be granted only by the Board on the recommendation of the President.

6.2 **Faculty Organization**. Subject to approval by the Board, the faculty may organize its internal rights, responsibilities and duties, authorities and privileges as it deems fit to the extent that such organization is consistent with the Articles of Incorporation, these Bylaws and any policies and procedures adopted by the Board from time to time. The faculty, however organized, with the approval of the Board, shall be empowered to make recommendations, through the President, to the Board in any matter concerning the welfare and conduct of the University, including, among other matters, the following:

6.2.1 Policies and procedures governing faculty appointments, promotions in rank, tenure, and salary schedule.

6.2.2 Requirements for admission and graduation.

6.2.3 Approval of candidates for degrees, both earned and honorary.

6.2.4 Changes in the number and organization of schools, colleges, divisions, or departments.

6.2.5 Basic changes in the curricula of the University, degrees offered, and the addition or deletion of courses.

6.2.6 Policies relating to rules and regulations governing student life, conduct, and activities.

6.2.7 The structure of the calendar of the University, as well as the calendar for each year.

6.2.8 The budget and related fiscal matters pertinent to the operations and well-being of the University.

ARTICLE VII

Students

Subject to the review and approval of the Board, the administration of the University shall prescribe rules, policies and procedures for students of the University, consistent with the Articles of Incorporation, these Bylaws and the policies and procedures adopted by the Board from time to time. Rules, policies and procedures regarding academic affairs of students shall be established in consultation with the faculty.

ARTICLE VIII

Miscellaneous

8.1 **Notices**. Except as may otherwise be required by law, any notice required by these Bylaws must be in writing and may be transmitted by: (1) mail, private carrier or personal delivery; (2) telephone, wire or wireless equipment which transmits a facsimile of the notice; or (3) by electronic mail. Written notice shall be deemed effective at the earliest of the following: (i) when received if transmitted under subsections (2) or (3) above; (ii) when mailed, as evidenced by the postmark, if mailed with first-class postage, prepaid and correctly addressed; or (iii) on the date shown on the return receipt, if sent by registered or certified mail, return receipt requested, and receipt is signed by or on behalf of the addressee.

8.2 **Contracts**. The Board may authorize any officer or officers, agent or agents of the University, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the University, and such authority may be general or confined to specific instances.

8.3 **Checks, Drafts, etc**. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the University, shall be signed by such officer or officers, agent or agents of the University and in such manner as shall from time to time be determined by resolution of the Board. In the absence of such determination by the Board, the Treasurer or the President shall sign such instruments.

8.4 **Deposits**. All funds of the University shall be deposited to the credit of the University in such banks, trust companies or other depositaries as the Board may select.

8.5 **Gifts**. The Board may accept on behalf of the University any contribution, gift, bequest or devise for the general purposes or for any special purpose of the University.

8.6 **Fiscal Year**. The fiscal year of the University shall begin on June 1.

8.7 **Books and Records**. The University shall keep a copy of the following records at its registered or principal office:

8.7.1 The Articles or Restated Articles and all amendments thereto currently in effect;

8.7.2 The Bylaws or Restated Bylaws and all amendments thereto currently in effect;

8.7.3 A record of the names and addresses of Regents;

8.7.4 Correct and adequate records of accounts and finances;

8.7.5 A record of officers' names and addresses;

8.7.6 Minutes of the proceedings of the Board, and the committees of the Board, if any, and copies of all actions taken by the Board and committees without a meeting.

ARTICLE IX

Liability and Indemnification

9.1 **Limitation of Liability of Regents**. The Regents shall not be personally liable to the University for monetary damages for conduct as a Regent, except (i) for acts or omissions which involved intentional misconduct by the Regent or a knowing violation of law by the Regent or (ii) for any transaction from which the Regent will personally receive a benefit in money, property, or service to which the Regent is not legally entitled. If the Washington Nonprofit Corporation Act is amended to authorize corporate action further eliminating or limiting the personal liability of directors, then the liability of a Regent shall be eliminated or limited, and the Regents are authorized to amend the Bylaws to eliminate or limit the liability of a Regent, to the fullest extent permitted by the Washington Nonprofit Corporation act, as so amended. Any repeal or modification of the foregoing section by vote of Members of the Corporation shall not adversely affect any right or protection of Regents existing at the time of such repeal or modification.

9.2 **Indemnification**. The Corporation shall indemnify the Representatives, Regents, the Chair, the President, and other officers of the Corporation against all liability, damage, and expenses arising from or in connection with service for, employment by, or other affiliation with the Corporation or other firms or entities to the maximum extent and under all circumstances permitted by law more fully set forth in the Bylaws; provided that no indemnification shall be provided under this Section to any such person if the Corporation is prohibited by the nonexclusive provisions of the Washington Nonprofit Corporation Act or other applicable law as then in effect from paying such indemnification or, if in the opinion of counsel, payment of such indemnification would subject the Corporation to imposition of excise taxes under the Internal Revenue Code or would cause the Corporation to lose its exempt status from federal income taxation. The Board may, in its discretion, provide similar indemnification to employees or agents of the Corporation.

ARTICLE X

Amendment of the Bylaws

Upon recommendation by the Board, these Bylaws may be amended at any annual or special meeting of the Members, acting through the Representatives, upon presentation of the proposed amendment in writing to the Members, acting through the Representatives, at the meeting at which the proposed amendment is to be considered. The adoption of a proposed amendment requires the affirmative vote of a majority of the Representatives, acting on behalf of the Members, present;

provided, however, the Board may, by majority vote, amend the provisions of Sections 4.6 through 4.19 and of Articles VIII and IX, without approval of the Members, acting through the Representatives.

CERTIFICATION

These Amended Bylaws were adopted by vote of the Representatives of the Members of the Corporation at an annual meeting held on September 6, 2011.

