

Faculty Handbook 2020



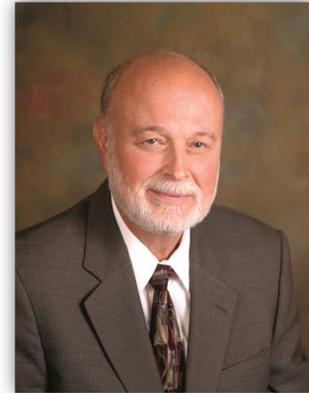
MANY STRENGTHS. ONE MISSION.
A Seventh-day Adventist Organization



**LOMA LINDA
UNIVERSITY**

Dear Colleagues:

Thank you for choosing to be a part of our community of health professionals, scientists, and scholars. It is our privilege to translate the mission of Loma Linda University Health into the educational, research, and service activities of this Seventh-day Adventist Academic Health Sciences Center. We celebrate the centrality of Christ in the mission of Loma Linda University. Building upon the principles of faith, hope, and love, we embrace the values of compassion, integrity, humility, excellence, teamwork, and wholeness.



Our motto invites us to give priority to our personal wholeness and to promote competent and compassionate whole person care to both our students and patients. We are enriched by the ethnic and cultural diversity of our students, faculty, staff, and administration, and we promote an environment that reflects and builds respect for the diversity of humanity.

This handbook is intended:

- * To provide a guide to the University's organization and governance and the various entities with which it relates.
- * To furnish information on the University and the communities within which it is located.
- * To bring together those University policies, regulations, and procedures which apply directly to faculty or are important for the faculty's understanding of the functioning of the University.

The University seeks to foster a collegial, Christian environment for the discussion of issues and resolution of disputes that may arise within the university community. In order to accomplish this, the University policies provide for a grievance procedure and binding arbitration for any controversy, dispute, or claim. This includes those based upon a statute, tort, or public policy arising out of this handbook or services performed in accordance with this handbook, whether with individuals, the University or other entities.

The University reserves the right to modify, supplement, rescind, or review any provision of this handbook as it deems necessary or appropriate in its discretion. Changes in these policies and procedures are valid only when made and approved in writing by the Board of Trustees or the appropriate University committees which have been delegated that responsibility by the Board of Trustees. The Faculty Handbook is reprinted from time to time incorporating current policies and procedures. Thus earlier editions of the handbook should not be used as a reference for current years. Any changes in policies and procedures made prior to publication in the next edition of the Faculty Handbook are reported by email and in the University's publication TODAY.

This Faculty Handbook shares with you the various policies and processes that guide our relationships. While we continually seek to update and improve them, they also represent the compiled wisdom of many years and much thought. You will find both the general University section as well as individual school sections detailing the unique issues in each of our eight professional schools. Please take the time to acquaint yourself with the broad format, enabling easy access to specific policies as they are needed.

It is clear in the academic world that the best defense is good anticipatory preparation. Knowing the policies and following them can avoid mistakes and costly corrections after the fact. It is also wise to seek counsel early, from colleagues, deans, and others when you are facing a policy or legal question. Though we all are committed to order and discipline, we are not perfect and issues will arise that raise the concerns of others.

You are working at a special place, steeped in a God given history of providence and commitment. Thank you for sharing our journey to bring the teaching and healing ministry of Christ to our students, staff and patients. Whether in the classroom, clinics, wards, labs or community, you are what makes this place so unique in its local and global service. My office and fellow officers of the University are always ready to answer questions and work with you to make your time at Loma Linda University productive and fulfilling.

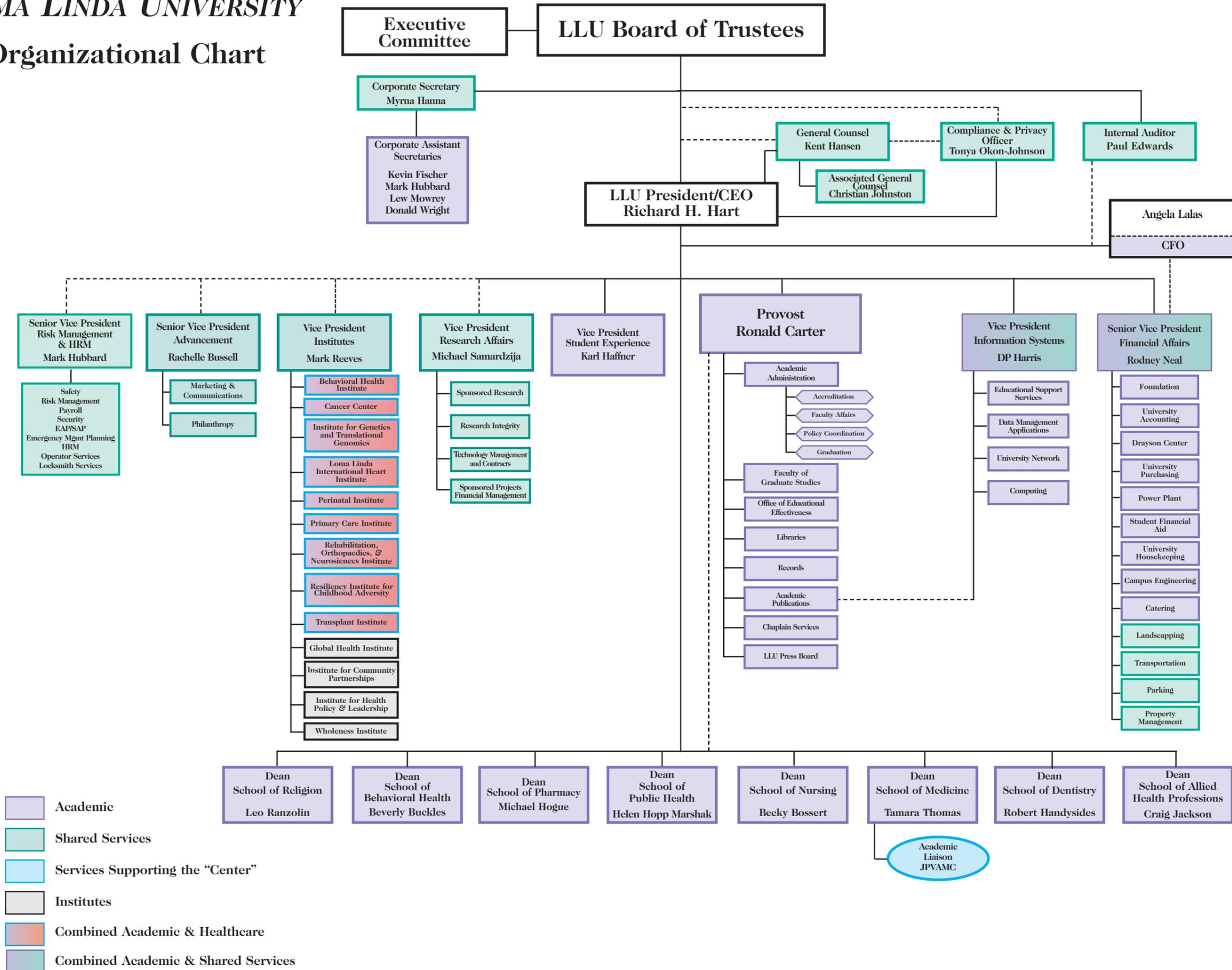
Sincerely,

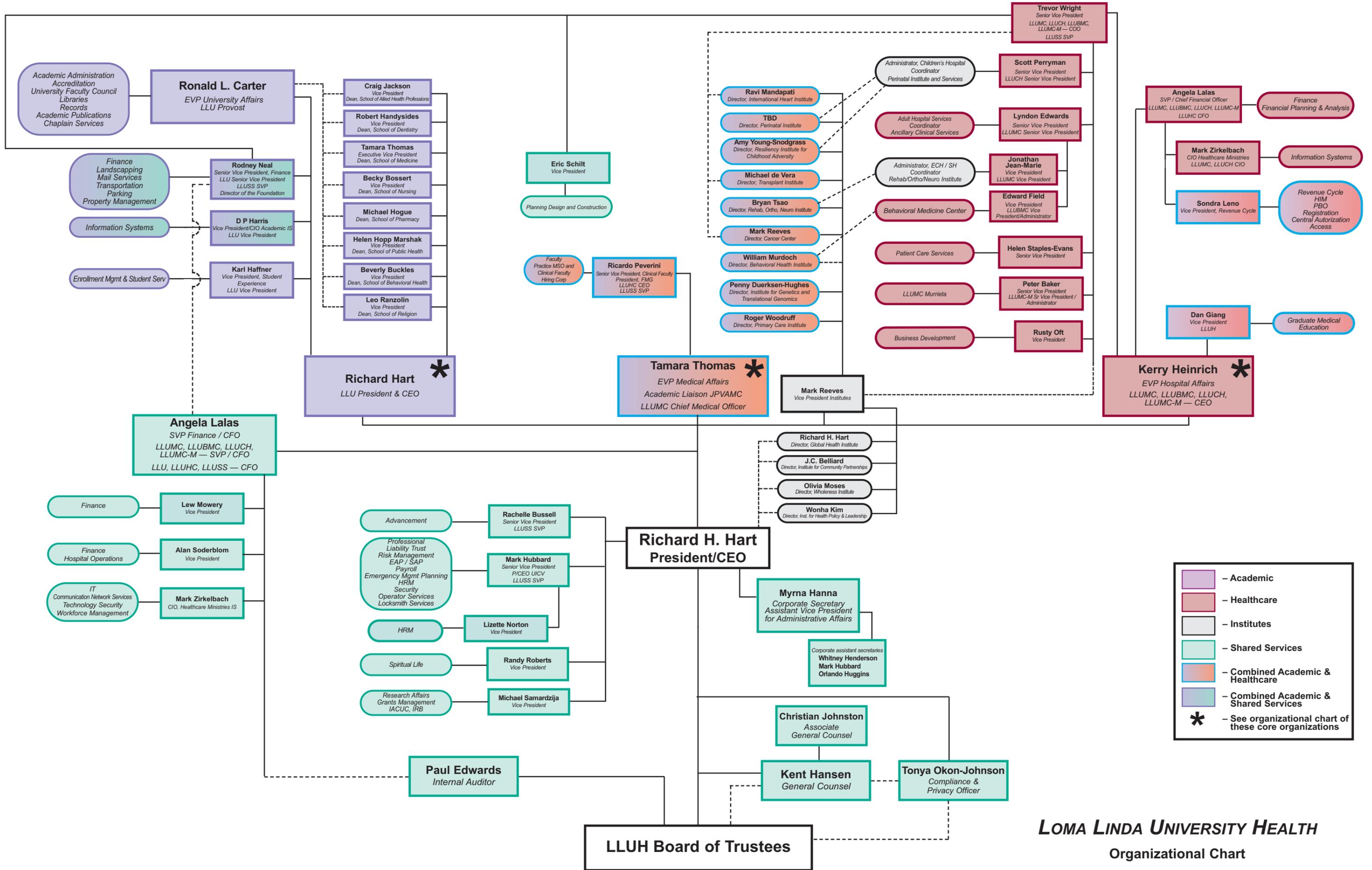
A handwritten signature in black ink that reads "Richard H. Hart". The signature is written in a cursive, flowing style.

Richard H. Hart, MD, DrPH
President and CEO

LOMA LINDA UNIVERSITY

Organizational Chart





LOMA LINDA UNIVERSITY HEALTH
Organizational Chart

2020 FACULTY HANDBOOK

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2020
LOMA LINDA UNIVERSITY
FACULTY HANDBOOK

Chapter 1
Institutional Organization

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History of Loma Linda University

Early in the twentieth century, through a series of providences, Loma Linda University began as a facility. In addition to emphasizing healthful living as a part of medical care, it was also designated by the Seventh-day Adventist church as a center for educating health professionals. The School of Nursing, which began in 1905, reflected this emphasis. In 1909, the College of Medical Evangelists received its charter as a medical school with the express purpose of preparing physicians who could meet the needs of the whole person. From these small beginnings, it has achieved widespread recognition, having sent more of its graduates into international service than any other U.S. medical school.

From 1913 to 1962, the institution operated within health facilities in two cities: Loma Linda and Los Angeles. In September 1962, all health professional education was consolidated in Loma Linda. In 1967, Loma Linda University Medical Center opened in the tower facilities that have become a landmark; this Center continues to expand educational opportunities on the cutting edge of health care for students of the University.

In 1990, the Board designated Loma Linda University as a health sciences university. As part of a complex comprised of Loma Linda University Medical Center, faculty practice plans, and affiliated institutions, the University entered the twenty-first century as a leader in the field of health-sciences education, research, and service.

1905	School of Nursing	1967	Loma Linda University campus merged with La Sierra College
1909	School of Medicine named the College of Medical Evangelists	1967	Loma Linda University Medical Center opened and patients moved to new facility
1922	Department of Dietetics	1968	Loma Linda University Medical Center dedicated
1937	School of Medical Technology*	1990	Loma Linda and La Sierra campuses become two separate universities
1941	School of Physical Therapy*	1990	Loma Linda University designated as a health sciences university
1945	Radiologic Technology*	1997	Loma Linda University and Medical Center were corporately linked together through Loma Linda University Adventist Health Sciences Center (LLUAHSC)
1948	School of Tropical & Preventive Medicine [Reorganized as School of Public Health, 1967]	2002	School of Pharmacy
1953	School of Dentistry	2003	School of Science and Technology
1954	Graduate School	2005	Graduate School renamed Faculty of Graduate Studies
1959	Dental Hygiene	2005	Centennial celebration
1959	Occupational Therapy*	2007	Faculty of Religion renamed School of Religion
1961	College of Medical Evangelists renamed Loma Linda University	2012	School of Science and Technology renamed as School of Behavioral Health
1963	Medical Records Administration*	2015	LLUAHSC renamed Loma Linda University Health (LLUH)
1966	School of Allied Health Professions incorporates above programs marked with an *.	2020	New LLUMC facility

MOTTO

To Make Man Whole

MISSION

To continue the teaching and healing ministry of Jesus Christ

VISION

Transforming lives through education, healthcare and research

VALUES

Compassion

Value Definition: Reflects the love of God with respect, mercy, and empathy.

Behavioral Attributes

- Listens to others with kindness and concern.
- Consistently treats others with courtesy.
- Encourages an environment that is inclusive.
- Anticipates and responds to the needs and suffering of others.

Excellence

Value Definition: Exceeds expectations with effectiveness, reliability, and efficiency.

Behavioral Attributes

- Carefully analyzes and balances all aspects of each decision.
- Establishes high standards for exceptional Mission-Focused Learning and quality health care.
- Participates in education and clinical care that is evidence-based
- Takes all necessary measures to ensure personal and collective safe practices

Humility

Value Definition: Puts self-importance aside for the greater good of others.

Behavioral Attributes

- Relates to others with selfless caring.
- Learns from teachable moments.
- Treats everyone with thoughtfulness and patience.
- Lives life with a commitment to service.

Integrity

Value Definition: Carries out actions with honesty and trustworthiness.

Behavioral Attributes

- Builds dependability through honest communication with others.
- Respects personal and academic freedom.
- Follows through on commitments.
- Holds self and others accountable for actions.

Justice

Value Definition: Commits to diversity, equity and inclusion.

Behavioral Attributes

- Considers how one's actions will affect others and the environment around.
- Calls out actions that are in conflict with our values.
- Supports efforts to remove systemic barriers.
- Protects the dignity and worth of all individuals.
- Works toward quality healthcare access for all.

Teamwork

Value Definition: Collaborates to achieve a shared purpose.

Behavioral Attributes

- Recognizes, understands, and celebrates the unique strengths of all team members.
- Shares knowledge and learning opportunities for team growth.
- Recognizes the contributions of others and affirms their successes.
- Participates willingly whenever needs arise.

Wholeness

Value Definition: Loved by God, growing in health, living with purpose in community.

Behavioral Attributes

- Supports the spiritual value of faith-based education and health care.
- Demonstrates a positive, peaceful, and hopeful attitude.
- Promotes Christ's healing ministry through prayer, positive relationships, and a healthy lifestyle.
- Lives a life that is morally sound and moderate in all things.

Institutional Learning Outcomes -- Loma Linda University Graduates

Loma Linda University's institutional learning outcomes (ILOs) for students are assessed throughout the degree programs within the University appropriate for the discipline and degree. The Office of Educational Effectiveness works with these programs to guide their assessment. For more in-depth information about LLU's ILO assessment, please see <http://www.llu.edu/central/assessment>.

- **Critical thinking:** Students demonstrate critical thinking through examination of ideas and evidence before formulating an opinion or conclusion.
- **Information literacy:** Students demonstrate the ability to identify, locate, evaluate, utilize, and share information.
- **Oral communication:** Students demonstrate effective oral communication skills in English.
- **Quantitative reasoning:** Students demonstrate the ability to reason and develop evidence-based decisions using numerical information.
- **Written communication:** Students demonstrate effective written communication skills in English.

Mission-focused learning outcomes

Loma Linda University's three mission-focused learning outcomes (MFLOs) are firmly rooted in its mission, vision, and values. Because mission-focused learning is LLU's culture, the University is developing specialized assessment processes to ensure integration of these outcomes over time.

- **Wholeness:** Students integrate wholeness in their personal and professional lives: Loved by God, growing in health, living with purpose in community.
- **Values:** Students integrate LLU's Christ-centered values in their personal and professional lives.

CHAPTER 1 INSTITUTIONAL ORGANIZATION

1.1.0 Loma Linda University is the academic component of the Loma Linda University Health (LLUH). LLUH effectively blends together the academic pursuits of education and research with the health care enterprise and its integrated delivery network. There are a number of interdigitating components of LLUH. These are mutually interdependent entities while at the same time existing as separate legal entities.

The core entities of LLUH are:

1.1.1 Loma Linda University (the academic entity)

This is composed of eight schools – the Schools of Allied Health Professions, Behavioral Health, Dentistry, Medicine, Nursing, Pharmacy, Public Health, Religion, and the Faculty of Graduate Studies.

The University infrastructure supporting the education and research programs covers student services including programs and housing facilities; learning resources including the library; and financial affairs and the physical plant.

1.1.2 Loma Linda University Medical Center and its affiliated entities (the major clinical facilities)

This encompasses the University Medical Center, the Cancer Center, the Children’s Hospital, the East Campus, the Behavioral Medicine Center, and the Surgical Hospital.

A comprehensive dental clinic is integrated into the activities of the LLU School of Dentistry.

A Center for Health Promotion is coordinated by faculty in the LLU School of Public Health.

The other major teaching facility located in Loma Linda, and considered to be an integrated facility is the Jerry L. Pettis Memorial Veterans Medical Center.

Within these health care facilities the various clinical faculty practice their specialties while modeling for students competent professionalism combined with whole person care. Further within these facilities patients, from local, regional, national, and international communities, receive comprehensive health care ranging from primary to quaternary care, and preventive, therapeutic, and rehabilitative services.

1.1.3 The Loma Linda University School of Medicine Faculty Corporations (faculty hiring entities)

These corporations hire the clinical faculty of the School of Medicine. It is through this mechanism that the clinical departments of the School of Medicine generate revenues that fund much of their operations.

These not-for-profit corporations support educational programs for undergraduate and graduate students as well as for professional peers; and fund various research endeavors, in addition to fulfilling the clinical service responsibilities.

1.1.4 Loma Linda University Health Care (management service organization)

This entity is responsible for the management of the physician practice component of the Loma Linda University Integrated Delivery Network. It provides such services as the management of various ambulatory clinics, the negotiating and holding of physician clinical provider contracts, and the billing and collecting for physician services.

The organizational structure is designed for effective planning and communication within and between the constituents of the institution, the various administrators, and the corporate boards.

The current and future success of Loma Linda University Health and its component parts is dependent upon commitment by the various entities to a shared mission and vision. There is a consensus around three clusters of seven themes which guide the planning of the University and the other components of LLUH. These include:

Core Business Themes

Education – *to maintain and enhance excellence in Seventh-day Adventist Christian health profession and science education.*

Research – *to maintain and enhance excellence in research.*

Service – *to assist in bringing health, healing, and wholeness to humanity.*

Mission-Focused Themes

Spiritual Nurture & Wholeness* – *to foster personal wholeness and to provide “whole person care.”*

Diversity – *to promote an environment that reflects and builds respect for the diversity of humanity as ordained by God.*

Outreach – *to serve a worldwide community by promoting healthful living, caring for the sick, and sharing the good news of a loving God.*

Integration and Success Theme

To effectively integrate the components of LLUH while enabling the success of each entity.

A faculty member is expected to create a stimulating environment for our students, to pursue investigations carefully, to practice ones profession with accountability, and to interface responsibly with the appropriate components of LLUH.

**“Wholeness” means the lifelong harmonious development of the physical, intellectual, emotional, relational, cultural, and spiritual dimensions of a person’s life unified through a loving relationship with God and expressed in generous service to others.*

1.1.5 Loma Linda University Health Services

This entity hires those persons who serve in the shared and support departments of Loma Linda Adventist Health such as philanthropy and human resource management.

1.2.0 Board of Trustees

The Board of Trustees is elected by the Member Board of the University corporation which is Loma Linda University Health (LLUH). The LLU Board of Trustees has ultimate authority for governance of the University.

The Board bears the legal responsibility and exercises the authority. In practice, the Board employs administrators to carry out the policies that it authorizes. It defines the areas of responsibility which it retains to itself and the responsibilities and authorizations which it delegates either to University administrators or to the committees of the Board. Authority and responsibility are vested in the Board as a whole (not in individual Trustees or groups of Trustees) and are expressed in those actions that represent the majority opinion of the Board. The representative of the Board of Trustees to the University in its daily operations is the president of the University.

The primary role of the Board of Trustees is that of establishing University philosophies, goals, objectives and policies. In this primary role, the Board continually evaluates the needs of the Seventh-day Adventist Church and of its membership – educationally, medically, occupationally, morally, spiritually, and socially so as to guide the University wisely to meet those needs.

A major responsibility of the Board of Trustees is to develop the financial support adequate for the operation and development of the University.

The president and his/her staff are accountable to the Board of Trustees for administrative competence and for recommendations in all areas of policy and planning. However, the Board reserves to itself final authority for certain approvals, authorizations, and controls.

The function of the Board of Trustees is described in the Articles of Incorporation and Bylaws.

Reserved authority

Subject to the limitation of the Articles of Incorporation, sections of the Bylaws relating to reserve powers of the Member, and of applicable State law, all corporate powers of LLU are exercised by or under the authority of the Board and all the business and affairs of LLU are controlled by the Board including:

- a. The establishment of goals, philosophies, objectives, and policies of the University.

- b. The approval of schools, faculties, programs and affiliated entities.
- c. The appointment of administrative and academic personnel.
- d. Financial oversight, approving, and providing of finance, including voluntary support from the University's various publics for the long-range development of the University.
- e. The authorization for borrowing of funds and incurring of indebtedness for the purposes of LLU.
- f. The sale or other disposition of University-owned land and property which is used or occupied for its primary purposes.
- g. The approval of the audited annual financial statements.
- h. The approval of the annual budgets.

1.2.1 Composition of the Board of Trustees

The Board of Trustees shall be composed of up to thirty-six (36) persons. Each individual who is a Trustee of the Board of Trustees of Loma Linda University Health (LLUH) shall automatically be appointed as a Trustee of the University, and shall serve as a Trustee until such time as that person is no longer a member of the Board of LLUH or is removed or resigned.

Each Trustee shall be a member in regular standing of the Seventh-day Adventist Church, and support its goals and objectives. (*Article 5, section 1, LLU Bylaws*)

1.2.2 Advisors to the Board of Trustees

Each individual who is an Advisor to the LLUH Board of Trustees shall automatically be appointed as an Advisor to the LLU Board until such time as that person is no longer an advisor to the LLUH Board.

The Advisors are full participants with the Board of Trustees in regular and executive sessions, but they do not have voting rights.

1.2.3 Invitees to meetings of the Board of Trustees

Standing invitees to meetings of the Board of Trustees include the vice presidents of the University, the deans of the schools and the chair of UFC. When appropriate, others are invited to be present to discuss items of particular interest or concern having to do with their areas of responsibility.

1.2.4 Board of Trustees meetings in executive session.

Invitees are usually excluded from meetings of the Trustees in executive session, with the exception of the secretary of the Board of Trustees.

1.3.0 Officers of the University

1.3.1 The president/CEO

The president of LLUH shall ordinarily serve as the president of Loma Linda University, and must be an experienced administrator with expertise in academic health sciences.
(Article 7, section 4, LLU Bylaws)

Responsible to:
The University Board of Trustees

Functions:

- a. Provide overall leadership and direction to LLU
- b. Harmonize the mission, vision and values of LLU with those of LLUH
- c. Coordinate the strategic planning of LLU for education, research, health care, spiritual life and wholeness, diversity, and outreach consistent with the strategic planning of LLUH
- d. Oversee and participate in the fundraising activities of the LLU
- e. Represent the University to the public
- f. Foster positive external relations of LLU, especially with the Seventh-day Adventist Church, the local community, governmental entities, and philanthropic organizations, as appropriate
- g. Fulfill governance responsibilities by representing LLU on the LLU Board; being an ex officio member of all standing committees; directing and obtaining University compliance with the functions and reserved powers of the Member as set forth in Article III, Section 4 of these Bylaws and having such other powers and duties usually vested in such an officer.

The responsibilities as CEO, subject to Board control shall be to:

- a. Oversee the general administration and operations of LLU in line with the Board approved policies, in compliance with applicable laws and regulations.
- b. Carry out all policies and procedures established by the LLU Board.
- c. Develop and submit to the Board for approval a plan of organization of personnel and others concerned with the operation of LLU. Identify and recommend to the Board potential candidates for other officer positions who

have the necessary professional qualifications and competencies, who will support the mission of LLU and LLUH and are committed Seventh-day Adventist Christians.

- d. Select, employ, supervise, and discharge employees, and develop and maintain personnel policies and practices for LLU, in compliance with the relevant laws, accreditation requirements and the policies established by the Board and consistent with the standards for employment expected of an entity sponsored by the Seventh-day Adventist church.
- e. Implement and maintain systematic and effective mechanisms of communications within and between the Board, the administration, the Schools, departments and services.
- f. Execute contracts as authorized by the Board, and in accordance with contracting policies of LLU and LLUH.
- g. Prepare an annual operating, capital and cash flow budget for the LLU in accordance with the strategic plan and present this to the Board for approval according to policy.
- h. Set and achieve financial targets and supervise the business affairs to ensure that funds are collected and expended to the best possible advantage and within the provisions of the annual budgets.
- i. Maintain physical properties in a good state of repair and ensure their effective utilization. Oversee the planning of new facilities.
- j. Present to the Board or its committees periodic reports reflecting professional services, financial activities, mission endeavors and other special reports as may be requested.
- k. Nurture and support basic, translational and clinical research within LLU policies utilizing the research infrastructure of LLUH.
- l. Participate in local outreach to better the community and respond, as appropriate, to requests from international locations.
- m. Perform such other duties as the Board may authorize.

Responsible to the president/CEO:

Provost
Chief financial officer
Senior vice president for financial affairs
Senior vice president for advancement
Vice president for clinical faculty
Vice president for information systems

Vice president for student experience
Vice president for research affairs
Assistant vice president for community partnerships and diversity

1.3.2 Provost

The provost is the Chief Academic Officer who reports to the president (*Article 7, section 5, LLU Bylaws*)

Responsible to:
The president of the University

Functions:

- a. Develop and implement a 5-year academic strategic plan, with specific objectives and actions. This shall be done in conjunction with the deans of the Schools and the president of LLU and according to LLUH policy. Periodic updates will likewise be presented to the Board.
- b. Collaborate with the LLUH Executive Vice Presidents for Medical and Hospital affairs, to enable the clinical education of students in the various health professions, of residents and fellows. This shall be done in conjunction with the LLU President, Vice Presidents and Deans of the Schools.
- c. Facilitate the personal wholeness of the students, faculty and staff. and ensure the learning of whole person health care ministry. This shall be done in conjunction with the LLU President, Vice Presidents and Deans of the Schools.
- d. Nurture the success of and create an inclusive environment for the diverse students, faculty and staff. This shall be done in conjunction with the LLU President Vice Presidents and Deans of the Schools.
- e. Coordinate the preparation and revision of the *Faculty Handbook* and the academic section of the *Administrative Handbook*.
- f. Carry out all academic policies and procedures established by the LLU Board
- g. Direct processes necessary for maintaining the accreditation of the University and assist the deans with issues related to School and program accreditation.
- h. Authorize preparation of calendars and other University-wide academic publications.
- i. Oversee the maintenance of academic records of the institution related to faculty and students.
- j. Direct the statistical and evaluative academic reporting.

- k. Oversee the processing of all faculty appointments, promotions, terminations, etc.
- l. In collaboration with UFC coordinate faculty development programs.
- m. Chair the University Academic Affairs Committee
- n. Chair the University Rank and Tenure Committee
- o. Serve as the primary interface with the University Faculty Council.
- p. Responsible for the preparation of job descriptions for personnel under his/her jurisdiction.
- q. Oversee the preparation and execution of graduation events.
- r. Coordinate the distance-learning and virtual university activities in collaboration with the deans of the Schools.
- s. Oversee affiliation agreements of academic programs of the University with other entities.

Responsible to the provost:

Director of the University libraries
 Director of University records office
 Director of Academic Publications
 Associate Provost for Extended Education

The provost assists the president in relating to the deans of the schools and the executive director of the Faculty of Graduate Studies.

The provost is the chief academic officer who reports to the president.

1.3.3 Chief financial officer (CFO)

Responsible to:

The CEO of LLU and shall ordinarily be the CFO of LLUH.

Functions:

- a. Establish and direct systems of oversight and control essential to maintain LLU's fiscal integrity.
- b. Assist the CEO and oversee the Senior Vice President for Financial Affairs in the preparation and administration of the budget for LLU.

- c. Under the direction of the Audit Committee, facilitate, with the Internal Auditor and the Senior Vice President for Financial affairs, the annual financial audit process for LLU.
- d. Provide oversight of accounting methods and procedures.
- e. Perform such other duties as the President/CEO may delegate or the LLU Board may authorize

1.3.4 Senior vice president for financial affairs.

The senior vice president for financial affairs shall administer the budget and the day-to-day fiscal operations of LLU and shall report to the CEO for such administration, subject to the oversight and direction of the CFO.

Responsible to:

President of the University and to the chief financial officer/treasurer.

Functions:

- a. Receive, keep safe, account for disburse all funds.
- b. Manage, maintain and secure the physical plant, facilities and grounds.
- c. Prepare appropriate reports and analyses
- d. Perform such other duties as the CEO or CFO may delegate.
- e. Shall ordinarily be the CFO of subsidiary organizations whose sole corporate member is LLU.

Responsible to:

The senior vice president for financial affairs:

Director of student financial aid
 Director of the power plant
 University controller
 Director of purchasing
 Director of housekeeping
 Director, Drayson Center
 Director of campus engineering
 Director of food services

1.3.5 Senior vice president for advancement

The SVP Advancement oversees and coordinates the philanthropy, communications and marketing functions for LLUH which includes the university, its schools and alumni

associations; the medical centers and affiliates; and the faculty practice plans. Performs other duties as assigned.

Responsible to:

The president of the University

Functions:

- a. Creates and maintains policies and guidelines which are needed to operate all Advancement areas in conjunction with legal approval.
- b. Coordinates the solicitation of gifts and contributions to all entities of LLUH. In addition, maintain a personal portfolio of top prospects.
- c. Involves key LLUH leadership with principal gifts and coordinates and manages their relationships with donors.
- d. Coordinates relationships with private foundations and corporations on behalf of LLUH-entity programs and projects.
- e. Ensures the proper acceptance and receipting of all gifts to LLUH and its entities.
- f. Strategically directs central alumni relations function and coordinates alumni activities of various schools.
- g. Creates strategic plans for capital campaigns and direct all aspects of major capital campaigns for system with coordination between LLU, LLUMC, and LLUFMG.
- h. Oversees a strategic department of philanthropy to include creation and implementation of a strategic plan for philanthropy and appropriate stewardship, including a recognition system and standards for all donors.
- i. Coordinates and supports the President's Advisory Cabinet to assist and guide members in their service as advisors to the LLUH president, ambassadors to the community, and through their philanthropic support and connections.
- j. Engages on an on-going basis community members in volunteer leadership roles and activities to advance the organization's mission, including:
 - (1) Philanthropic campaign steering committee
 - (2) Children's Hospital Foundation Board, Guilds and Champions
- k. Provides strategic direction to and coordination of the brand image, message and positioning of the organization which includes the university, the medical centers, and the faculty practice plan. This includes:

- (1) Oversees and directs a comprehensive marketing and communications function that includes marketing, communications, web, advancement films, social media, media relations, and internal communications.
 - (2) Organizes and directs staff to create, execute, and evaluate the effectiveness of communication plans to carry out this strategy.
 - (3) Organizes and directs staff to create, execute, and evaluate the effectiveness of marketing plans for the system and its service lines, in an effort to increase market share.
 - (4) Ensure the consistent execution of corporate branding and identity and develop campaigns to express brand across LLUH on an ongoing basis.
 - (5) Coordinate and ensure messaging of LLUH websites: content and graphic design and imaging.
- l. Ensure coordination of effort between LLUH departments and offices that have a significant impact on the image of the organization.
 - m. Maintain on-going awareness of trends that will impact the LLUH-wide master brand, and prepare recommendations and strategies to respond accordingly.
 - n. Oversee the market research process and work closely with the strategic planning and business development process to ensure that:
 - (1) the organization has an integrated, well-conceived operational plan that promotes its positioning and branding goals and that supports the LLUH-wide strategic plan,
 - (2) the necessary marketing and communication tools are in place to support these efforts.
 - o. Oversees a communications department with LLUH focus and responsibility, which includes:
 - (1) Coordinating programs that link the institution with the community, such as hosting public events on campus.
 - (2) Coordinating a Speakers Bureau.
 - (3) Developing and executing a plan for church relations, to promote support among Seventh-day Adventist constituents.
 - (4) Serving as the organization's representative in ways that create alliances with key prospective supporters and aid in developing strategic partnerships, as appropriate.
 - p. Implements an internal communication tool LLUH-wide to assure pertinent cross messaging is occurring in an accurate and timely way.

- q. Serves as the official media spokesperson for the organization, and ensures that an effective media strategy is outlined, executed, and evaluated
- r. Oversees implementation of a crisis communication plan.
- s. Provides proactive communication strategies to departments, schools and senior leaders on strategic issues.
- t. Responsible for the LLUH-wide wayfinding/branding system, both internal and external, to ensure positive customer experience arriving to and navigating while on campus; ensures consistency of location names on signs, web and MyChart.
- u. Implements social media communication strategy for communications, marketing, and philanthropy.

Responsible to the senior vice president for advancement:

Executive director of public affairs
 Executive director of philanthropy - major gifts
 Director for capital campaign
 Director of planned giving
 Executive director of marking
 Assistant vice president for philanthropy
 Director of strategic alliances
 Executive director for philanthropic services
 Executive director for grants and foundations
 Executive director of Children's Hospital Foundation
 School specific development officers

1.3.6 Vice president for information systems

The vice president for information services is the university chief information systems officer and is the officer responsible for the governance, management and leadership of the university's information systems. He/she shall set policies and assign responsibilities regarding the deployment of information technologies in support of the mission and strategy of the university. He/she shall receive counsel from the CIO's Council, the University's Officers and Deans and various university technology committees. He/she shall perform such other duties as the president may delegate or the Board of Trustees may authorize. (*Article 7, section 8, LLU Bylaws*)

Responsible to:
 The president of the University

Functions:

- a. Educational technology services: Provides the management and technical support required to assure the appropriate learning environment for students

and faculty. This service includes laboratory management, A/V management and instructional support services.

- b. User services: Provides proactive and by-request support for the computer users of the university. This area consists of both the helpdesk and the desktop support services.
- c. Administrative support services: Serves the University administrators and staff in carrying out their respective service functions for institutional management and student services. This function provides the means to apply technology to administrative support functions and provides ongoing technical and staff support.

The following groups make up the administrative support services:

- (1) Student systems
- (2) Financial and operational systems
- (3) Web application development
- (4) Research support service

- d. Technical services: Provides technical support for the design, installation, maintenance, and troubleshooting of local area networks within the University. This function also provides access to the campus network and the worldwide Internet to University students, faculty, staff and administrators.

Responsible to the vice president for information services:

Director of educational technology services
Director of administrative systems
Director of technical services
Manager of user services

1.3.7 Vice president for research affairs

The vice president for research affairs ordinarily also serves as the LLUH vice president for research affairs and shall coordinate the research programs, activities, and policies of the University. He/she shall perform such other duties as the president may delegate or the Board of Trustees may authorize. (*Article 7, section 8, LLU Bylaws*)

The duties pertaining to these functions shall be subject to the reserve powers of the president and to the organization and policies approved by the Board of Trustees.

Responsible to:
The president of the University

Functions:

The specific functions of the vice president for research affairs will include the following duties:

- a. Advancing the research enterprise of the University.
- b. Administering the research policies of the University.
- c. Directing the further development and implementation of research policies in harmony with the objectives of the University.
- d. Serving as a liaison between the University and the research enterprise at the Jerry Pettis Memorial Veterans Medical Center.
- e. Being responsible for the preparation of the job descriptions of personnel under his/her jurisdiction unless these are included in the *Administrative Handbook*.
- f. Chairing the University research affairs committee.
- g. Advising the deans of the LLU schools and directors of LLU centers regarding research affairs in developing faculty expertise/staff in research, including the preparation of grant proposals and in the management of grants.
- h. Maintain the research infrastructure of the University.
 - (1) Coordinating the activities of the office of sponsored research with the office of sponsored projects management in association with the senior vice president for financial affairs.
 - (2) Being responsible for the operation of the office of sponsored research.
 - (3) Serving as the institutional official authorized to sign research grant applications.
 - (4) Overseeing the operation of the institutional review board for experimental studies in human subjects.
 - (5) Overseeing the operation of the animal research committee.
 - (6) Assuring institutional compliance with national and state statutes, including those related to radioactive materials, ionizing radiation and hazardous materials.
 - (7) Coordinate the activities of and advise regarding the University research institutes and centers.
 - (a) Assisting the president in the planning for and operation of institutes and centers, including serving on the advisory boards of these entities.

- (b) Reviewing and advising the president regarding the appointment of directors, members, and staff of institutes and centers in conjunction with the provost and the school deans.
 - (c) Coordinating the activities of institutes and centers in fostering productive interactions and collaborations between institutes and other research activities within the University.
 - (d) Coordinating the development of inter-facility research program projects.
- (8) Advising and counseling regarding intellectual properties and technology transfer for the University.
- (a) Being responsible for the identification and development of the intellectual properties of the University on behalf of the president and in collaboration with the school deans and the directors of institutes and centers.
 - (b) Overseeing technology assessment and transfer, coordinating the development of licenses and agreements with institutional and commercial partners, such as biotechnology and other biomedically related industries, in collaboration with the president.
- (9) Advising regarding the research resources of the University.
- (a) Being responsible for the allocation, on behalf of the president, of the assigned research financial resources, and advising the deans of the schools regarding the allocation of school research resources.
 - (b) Assisting the deans of the schools and the directors of institutes and centers in identification and procurement of external research resources.
 - (c) Assisting the office of advancement in identification and procurement of external research resources.
 - (d) Advising the senior vice president for financial affairs and deans of the schools on the allocation of research space.
- (10) To facilitate and coordinate the research strategic planning and budgetary recommendations for the University; developing and implementing the strategic plan for research in the University in collaboration with the school deans and directors of institutes and centers.

- (11) To represent University research interests to federal and state governments, to industry and to other national and international constituencies.
- (12) To perform such other duties as are appropriate to his/her office as the president may authorize or direct.

Responsible to the vice president for research affairs:

Institutional Animal Care and Use Committee
Institutional Review Board
Office of Intellectual Property and Contracts
Office of Research Integrity
Office of Sponsored Research
Sponsored project management in collaboration with the senior vice president for financial affairs

1.3.8 Vice president for student experience

The vice president for student experience is the chief officer responsible for providing direction for the University-wide programs of student personnel services not available within the schools of the University, for coordinating University-wide policies in student affairs between all the schools of the University and for assisting in the Student Association of the University.

The formulating of new University-wide policies in student affairs beyond established policy are normally reviewed by the student affairs committee, chaired by the vice president for enrollment management and student services prior to consideration by the University policy committee and the Deans Council. Such policies are referred to the President's Committee for adoption or further referral to the Board of Trustees for authorization.

Responsible to:
The president of the University

Functions:

- a. Student personnel services.
 - (1) Responsible for providing student counseling services.
 - (2) Coordinating the health care services for students, including the student insurance program and serve as the liaison with University Health Service.
 - (3) Responsible for coordinating the student co-curricular programs.

- (4) Responsible for international student services – including immigration, counseling, and cross-cultural activities – and for coordinating the activities of the international student organizations.
 - (5) Responsible for student housing on campus and to advise regarding off-campus housing. To exercise through the residence hall deans the responsibility for the direction of University residence halls including counseling, religious activities, and other residence hall programming.
 - (6) Assist the office of the president in preparation and revision of material for the *Student Handbook*.
- b. Student associations.
- (1) Serve as the representative of the administration in coordinating and advising the University-approved student organizations.
 - (2) Serve as the representative of the administration in matters relating to student government and activities of student government organizations, including student publications.
 - (3) Serve as the representative of the administration in approving the organization of student clubs and to have responsibility for coordinating their activities.
- c. Student programs.
- (1) Be responsible for activities contributing to the social, aesthetic, and cultural growth of students providing an overall balanced program for students and upholding the standards of the University.
 - (2) Collaborate with the dean of the School of Religion, the director of the Center for Spiritual Life and Wholeness, and the University chaplain in planning and implementing religious and spiritual life programs and activities.
- d. Advise the administration of the schools and University regarding recruitment, admissions, and student discipline.
- e. Process recommendations to the President’s Committee pertaining to the employment of persons filling administrative positions in the areas of student affairs.
- f. Be responsible for the preparation of job descriptions of personnel under his/her jurisdiction unless these are included in the *Administrative Handbook*.
- g. Perform such other duties as assigned by the president and provost.

Responsible to the vice president for student experience:

Residence hall deans and coordinators

Director of international student services

Director of student activities

To collaborate with the Student Counseling Center

To collaborate with the director of the Drayson Center to collaborate with the chaplain

1.3.9 Assistant vice president for community partnerships

The assistant vice president for community partnerships provides leadership in LLUH's community engagement and response by creating greater alignment, strategic focus and shared measurement to accelerate population health and investment in the community. The assistant vice president will coordinate and convene other community stakeholders, including community based organizations, to increase community understanding and involvement in achieving results through effective solutions. This will be done by leading innovation and strategic investment of LLUH's financial and human capital to achieve measurable community-wide change and improved outcomes.

Responsible to:

The president of the University

Functions:

The essential duties of the vice president for community partnerships will include the following duties.

- a. Lead and foster key community partnerships and initiatives for Loma Linda University Health's substantive human service initiatives in the community.
- b. Provide direction and leadership to staff, agencies, donors, and other stakeholders on the community investment process redesign, which will prioritize education, workforce, development, affordable housing and other areas of health and wellness for the fundamental transformation of the underserved community.
- c. Develop and implement strong pipeline programs and create structured learning opportunities for underrepresented minority and underserved students, training programs for community health workers and community research projects.
- d. Represent LLUH at national, state and local community leadership meetings (for example San Bernardino Unified School District Cabinet Advisory, Community Vital Signs, SACHS Board, Country School alliance for Education and Inland Empire Economic Partnership).
- e. Lead Institute's growth and operational effectiveness through external grants and contracts (training and implementation) applications build donor relationships and explore new program avenues.

- f. Oversee LLUH Community Benefit compliance, reporting, community engagement, qualitative and quantitative data collection methodologies for ongoing needs assessment and resource mapping.
- g. Work closely with ICP Program Directors and San Manuel gateway College executive Director, for continued growth and development of program areas and student enrollment.
- h. Organize and conduct Organization Town Hall meetings with LLUH executive Leadership, LLU deans, faculty and community partners to learn from innovative community initiatives that promote health and wellbeing and to create inter-organization synergies and resource sharing platforms.
- i. To perform such other duties as are appropriate to his/her office and as the president may authorize or direct.

Responsible to the assistant vice president for community partnerships and diversity:

Staff of the office of community partnerships.

1.3.10 Associate provost for extended education

The associate provost leads the strategic initiatives that support online, blended learning extended campuses, digital learning for face to face education, and EXCEED through the Division of Extended Education. In partnership with the provost, senior university officers, deans and academic colleagues, the associate provost will lead Loma Linda University's institutional transformation toward a digitally savvy, global university at the forefront of educational innovation.

Reports to:
The provost

Functions:

- a. Leads, facilitates, and supports the academic deans and program directors in developing and managing academic programs offered through distance education and/or extended campuses. Support the development of innovative distance educational strategies to enhance and expand the system's use of advanced technologies and learning methods.
- b. Guides and supports faculty to provide pedagogical and technical consulting to design, develop, and implement instructional content that enrich teaching and learning through the use of technology in online, hybrid, and traditional courses, including institutional, program and course learning outcomes.
- c. Coordinate and provides administration for the Online Campus that supports faculty and students, and the university.

- d. Ensures compliance with WSCUC's accreditation requirements, state authorization and federal government regulations for online, blended, and extended education courses and programs by developing and implementing a regular online course review process.
- e. Coordinates with the university's Information Systems to ensure adequate technology infrastructure is in place to meet the institutional needs such as: admissions, registration and all student's education.
- f. Supervises and evaluates the division's department directors and participate in the development, implementation, and monitoring of departmental budgets.
- g. Promotes the development and implementation of policies, procedures, and standards for effective delivery of distance, blended, extended, and face-to-face digital education.
- h. Coordinates the development and implementation of a strategic plan to identify institutional priorities and goals for distance, blended, extended, and face-to-face digital education.
- i. Work with the schools to develops, implements, maintains, and assess marketing and advertising plans for distance, blended, extended, and face-to-face digital education.
- j. Collaborates with the Institutional Researcher to analyze data and prepare reports regarding retention, graduation, and academic progress. Provide accurate and timely internal and external reports.
- k. Guides and supports EXSEED with its summer conferences in addition to the workshops, events, activities, and projects throughout the school year. Maintain an adequate and effective team to support the EXSEED vision and commitments.
- l. Develops and maintains an online repository of resources to provide information on current best practices, innovations, and emerging trends for faculty and students (e.g., tutorials, interactive programs, websites, and learning objects) to promote sharing of resources.
- m. Represents the digital education interests of the university in regional and state meeting and conferences; serve as liaison to other colleges and universities within the Seventh-day Adventist educational system and beyond to work on collaborative grants and projects in digital education.
- n Works with the Provost and others on the university's accreditation and related projects.

Responsible to the associate provost for extended education:

Directors
Staff

1.3.11 The dean of a school

The dean is the chief officer of the school, responsible for maturing and implementing the mission and vision of the University in all aspects of the school's activities. Further the dean is responsible for maintaining the integrity of the scholastic, moral, and social standards of the University including the spiritual nurture of persons within the school in harmony with the mission and purposes of the University and the defined goals and objectives of the school.

Reports to:
Office of the president of the University.

Functions:

The responsibilities of the dean include oversight of the following:

- a. Educational responsibilities.
 - (1) Recruitment and admissions.
 - (a) Oversees the school marketing in collaboration with the VP for Advancement and VP for Student Experience.
 - (b) Responsible for the recruitment of students who meet the academic and personal standards of LLU, its schools and programs. Seventh-day Adventist students are given preference for admission.
 - (c) Ensure that the applicants are appropriately oriented to the school's programs including: the mission and values of the University.
 - (2) Student affairs.
 - (a) Ensure that students are advised and counseled on matters pertaining to their scholastic and professional progress, including professional ethics and responsibility.
 - (b) Assist students in developing social and humanitarian commitments through participation in community service programs.
 - (c) Following institutional policies and procedures when dealing with student discipline.

- (d) Facilitate student participation in governance thereby enhancing communication between students, faculty and administration.
- (3) Educational affairs.
 - (a) To oversee the content and format of the curriculum that provides students the opportunity to acquire:
 - (i) knowledge, skills and behaviors necessary for their professions in health care and/or science, and develop skills necessary for interdisciplinary teamwork,
 - (ii) fundamental Christian values to undergird their personal living and professional ministry including whole person care, diversity, and outreach.
 - (b) Ensure ongoing outcome assessments of the teaching/learning process that leads to curriculums based on the advancements of the discipline and student outcomes including: values, attitudes, judgment, and behaviors.
 - (c) Oversee the curriculum schedule for classes, laboratories, and teaching clinics in accordance with faculty-approved policies.
 - (d) Ensure that appropriate academic standards are maintained.
 - (e) Recommend to the office of the president candidates for the awarding of degrees.
- b. Research responsibilities.
 - (1) Foster and support research excellence within and across the schools and coordinate research activities carried out in the school.
 - (2) Be responsible for the allocation of the school's research resources including reviewing and approving applications for research grants and ensuring that all institutional research policies and procedures are followed.
 - (3) Encourage the commercialization of intellectual properties in conjunction with the vice president for research affairs.
- c. Service responsibilities.
 - (1) Incorporate health promotion and disease prevention into the educational programs and patient care

- (2) Develop and maintain appropriate adjunct, practice and clinical teaching affiliations in collaboration with the office of the president.
 - (3) Where applicable, manage the clinical practice service operations of the school, interfacing effectively with the health care enterprise of LLUH.
- d. Spiritual life and wholeness.
 - (1) Facilitate the personal wholeness of all members of the LLU community including faculty, staff, and student in each of the following dimensions:
 - (a) Spiritual - by encouraging faith in God; maturing personal and professional ethics; and strengthening personal spiritual life.
 - (b) Social/relational/emotional - leading to healthy personal and professional relationships.
 - (c) Physical - that leads to healthy life-style choices.
 - (d) Intellectual - encouraging life-long learning, critical thinking, effective communication, respect for diversity, and life management skills.
 - (2) Appropriately prepare health professional students to provide whole person care, including spiritual ministry to patients, clients and the community.
- e. Diversity, engagement and inclusion (DEI).
 - (1) Nurture the well-being and success of all participants of our multicultural community.
 - (2) Create an inclusive environment within the University.
- f. Global outreach.
 - (1) Respond to requests from church and other entities for international consultations and professional exchanges in collaboration with the Global Health Institute.
 - (2) Coordinate international outreach of the faculty, staff, and students of the school.
- g. Other Leadership Responsibilities.
 - (1) Faculty affairs.

- (a) To provide oversight in the recruitment and retention of faculty who:
 - (i) are committed to the mission of LLU and uphold the fundamental values of the LLU community in their personal and professional living and respect the beliefs of the Seventh-day Adventist church,
 - (ii) are competent professionals, scholars, scientists, and/or educators that integrate faith and learning into their professions.

Qualified Seventh-day Adventists are actively recruited and given preference in hiring. This recruitment is conducted in collaboration with the departmental chairs and with sensitivity to budgetary constraints.

- (b) Recommend candidates to the president for appointment by the LLU Board of Trustees and specify in writing the terms and conditions of their appointment (see *Faculty Handbook*) and request the appointees' written acceptance.
 - (c) Recommend promotions, leaves of absence, sabbaticals, discontinuation of appointment, and where applicable, discipline, and other faculty matters in consultation with the department chairs and in harmony with institutional policies and procedures.
 - (d) Ensure the implementation of a faculty evaluation process.
 - (e) Collaborate with the office of the president and the Deans Council on programs for faculty development in education, research, service, wholeness, and leadership.
- (2) Staff issues.
 - (a) Guide in the recruitment and retention of staff who are committed to the mission of the institution, competent for the position, uphold the fundamental values of the University, and respect the beliefs of the Seventh-day Adventist church.
 - (b) Ensure that qualified Seventh-day Adventists are actively recruited and given preference in hiring.
 - (3) Administrative affairs.

- (a) Be responsible for the timely completion of school reports, including the annual report to the office of the president and such other official reports.
 - (b) Preside at appropriate meetings of the official committees of the school.
 - (c) Oversees the preparation of material for the school catalog and other material, such as website, digital publications and social media, of an academic and promotional nature for publications with the director of academic publications.
 - (d) Cooperate with the office of records in maintaining student records.
 - (e) Maintain faculty records of the school.
 - (f) Develop and refine job descriptions for the personnel under the dean's jurisdiction.
 - (g) Ensure continued accreditation of the school and programs of the school through appropriate interaction with professional and regulatory agencies.
- (4) Financial affairs, plant management, and philanthropy.
- (a) Prepare the annual budget of the school with the assistance of the department chairs or academic units and in collaboration with the school finance officer and under direction of the senior vice president for financial affairs.
 - (b) Authorize expenditures for items included within the approved budget and available income in accordance with University policies.
 - (c) Allocate space designated for the school and collaborate with central administration on campus-wide space utilization.
 - (d) Assist in identifying priorities for plant maintenance.
 - (e) Assist in the advancement efforts on behalf of the school by friend-building and fund-raising especially with alumni and patients. This is to be done in collaboration with the senior vice president of advancement.
- (5) Perform such other duties as may be assigned by the office of the president.

Responsible to the dean:

Department chairs
Program directors
Assistant and associate deans
Assistants to the dean
Directors of centers

1.3.12 Division of General Studies

The Division of General Studies shall be coordinated out of the School of Allied Health Professions.

1.3.13 Dean of the Faculty of Graduate Studies

The dean of the Faculty of Graduate Studies works in concert with the deans of the schools to promote, coordinate and enhance research based graduate education throughout the University.

Responsible to:
The provost

Consults regularly with deans of schools about research oriented graduate programs.

Functions:

In addition to the job description, the dean of the Faculty of Graduate Studies shall:

- a. Formulate and implement quality standards for Ph.D. degree and other research based graduate programs within the University.
- b. Provide broad oversight over academic processes in research based degree programs.
- c. Encourage research collaborations among faculties and students throughout the University.
- d. Review and approve proposals for new research based graduate programs and major revisions of existing programs
- e. Implement mechanisms for periodic quality review of research based graduate programs.

1.3.14 Director of the University libraries

The director of the Loma Linda University libraries is responsible for coordinating and administering knowledge management for the University library system in clinical practice, education, research, and community service. The director will provide

leadership, planning, and implementation of library strategic goals and objectives within the context of LLUH's mission.

Responsible to:

The provost

Functions:

a. Leadership

- (1) Communicates and facilitates the achievement of the library system's goals and objectives within the libraries and to the larger LLUH community.
- (2) Creates an inclusive, neutral and harassment-free environment for library and nurtures the well-being and success of the library faculty and staff and encourages library faculty to take active roles in developing policies, decisions, and action plans.
- (3) Models participation in the profession through leadership and publication at national, regional, and local levels.
- (4) Supports the Loma Linda University Libraries as a leadership resource within Seventh-day Adventist higher education.
- (5) Consults and maintains standards for library services for academic and clinical programs, both on and off campus.

b. Planning and policy

- (1) Promotes and oversees the utilization of the libraries' services, including cooperative network programs, both on and off campus, collection development, and instruction.
- (2) Functions as liaison with stakeholders within and outside of LLUH by fostering creative development and use of emerging technologies in collaboration with partners, internally and externally
- (3) Monitors and acts on developing issues in the internal and external environment, including the special needs of academic and clinical programs, and the institution's emphasis on a digital environment.

c. Budget and resources

- (1) Prepares and manages the libraries' budget by recommending and planning for new funding needs, including an annual operating and capital expenditure budget and new programs.

- (2) Directs the management of the libraries' physical space needs.
- (3) Identifies potential funding sources that augment the libraries' budget and coordinates the development of library-related grant applications and generation of additional funding resources and opportunities.
- (4) Fosters relationships that can lead to significant financial or collection donations, in conjunction with the office of advancement.

d. Human Resources

- (1) Oversees and guides the recruitment, selection, evaluation, and rank and tenure of the library faculty and staff; and recommends appointments, salaries, and termination, in accordance with the University and library *Faculty and Staff Handbooks*, and human resource guidelines.
- (2) Encourages professional growth of faculty and staff through participation in local, state, and national library organizations as well as by providing educational opportunities, including the pursuit of advanced degrees.

e. Participation

- (1) Facilitates library representation on appropriate LLUH committees.
- (2) Cooperates with other LLUH entities in publicity and marketing of the library system and represents the libraries' role to constituent groups, such as Friends of the Library, and others external to LLUH.
- (3) Prepares reports as requested by University administration as well as educational and governmental agencies.
- (4) Assumes other duties as assigned by the provost.

Responsible to the director:

Associate director
 Department chairs
 Library systems administrator
 Administrative assistant

1.3.15 Director of University records

The director of University records is responsible for maintaining the academic records of students, and for coordinating the registration process, building relationships, and ensuring University policies related to registration, transfer articulation, and degree completion are upheld.

The director also cooperates with the individual schools in carrying out functions of a joint nature for which the schools are primarily responsible.

Responsible to:
The provost

Functions:

- a. Coordinates the process of registration for all students.
- b. Publishes a master schedule of courses as well as the examination schedule.
- c. Prepares enrollment and other reports as requested by University administration and by educational and governmental agencies.
- d. Responsible for obtaining and safeguarding student records including identification, basis of admission, course work taken, termination status.
- e. Obtains through established channels student data from records which are under the jurisdiction of other offices such as student affairs (including international students), student aid and finance, admissions and recruitment.
- f. Maintains a clearinghouse for the receipt and appropriate transfer of general admissions inquiries, transcripts, and other materials.
- g. Evaluates transfer credits that apply to University-wide general education requirements, and assists individual schools in the evaluation of transfer credits.
- h. Assists and make recommendations to the deans of the schools in the evaluation of international transcripts.
- i. Issues transcripts of credits that meet school requirements.
- j. Assists with graduation events in accordance with established procedures.
- k. Serves on admissions and curriculum committees as requested by the individual schools.
- l. Administers record and registration policies pertaining to the students' academic programs and report deviations to the appropriate dean or administrator.
- m. Advises the deans in the implementation of policies and procedures relating to student academic records.
- n. Builds a team with the intention to serve students, faculty, staff and administration with compassion and excellence through the mission of LLU to continue the healing and teaching ministry of Jesus Christ.

- o. Provides training and service opportunities for faculty, staff and administration to learn about key responsibilities of student records, such as the Family Educational Rights and Privacy Act (FERPA)
- p. Is responsible for the design feature of all software computer programs associated with University student records.
- q. Reviews and implement relevant software and hardware systems in the industry to ensure the University serves students well and maintains compliance with federal and state regulations.
- r. Is responsible for the preparation of job descriptions of personnel under his/her jurisdiction.
- s. Assumes such additional responsibilities as are appropriate to the office and as the provost may authorize or direct.

Responsible to the director of University records:

Associate/assistant directors.

1.4.0 University standing committee or councils

General University

President's Committee

Deans Council

Officers

Joint Officers Deans Council

Diversity Council

Academic Affairs

University Academic Affairs Committee

 General Studies and Transfer Education Subcommittee

 University Rank and Tenure Committee

 Learning and Technology Subcommittee

 Digital Education Committee

Academic Deans Council

Provost Advisory Council

Educational Effectiveness Committee

University Assessment Committee

University Policy Committee

 Faculty Policy Subcommittee

 Student Policy Subcommittee

LLU Press Board

University Catalog Committee

University Chapel Committee

University & Clinical Faculty Grievance Panels

Diversity Affairs

Diversity Loan Committee

Financial Affairs

Financial Operating Committee

Human Resources Operations Committee

Parking, Security, and Fleet Committee

Plant Operations Committee

Risk Management Committee

Safety Committee

Information Systems

University IS Leadership

CIO Council

University Technology Services Committee

Religious Affairs

Center for Christian Bioethics Administrative Committee

Research Affairs – these sit within the LLUH structure

Student Experience

Student Affairs Department Heads

1.4.1 President's Committee

Membership:

President (chair)

Provost

Vice presidents of the University

Deans of the schools of the University

Dean of the faculty of graduate studies

Executive director of San Manuel Gateway College

Director of the University libraries

Director of the University foundation

Vice president for human resources

Assistant vice president for spiritual life

Director, University spiritual care

Executive assistant to the president

Chair of the University Faculty Council (UFC)

President of Loma Linda University Student Association (LLUSA)

CFO of LLUH (ex officio)

Invitees:

Others as selected by the president

Functions:

- a. To advise the president on matters to be considered by the Board of Trustees such as:
 - (1) Strategic planning.
 - (2) Operating policies relating to administration and management.
 - (3) Recommendations relating to the policies, organizational structure, and services of the University and its administrative entities.
 - (4) Recommendations relating to the financial operation of the University.
 - (5) Recommendations relating to advancement and public affairs.
 - (6) Plans for major alterations or additions in physical facilities or in the University plant.
 - (7) Recommendations for affiliations or services of the University involving extramural relationships with institutions, associations, agencies, foundations, and other organizations.
 - (8) Recommendations for the appointment, tenure, rank, and/or title, duties, and severance of:
 - Administrative-line personnel.
 - Faculty members.
 - Key business personnel.
 - Professional staff in academic areas, research, advancement, public affairs, and student services.
 - (9) Recommendations to the Board of Trustees for the granting of degrees to qualified candidates upon recommendation of the respective schools.
 - (10) Other matters about which the president may seek counsel from the committee.
- b. To assist the president with:
 - (1) Interpretation and application of Trustee-approved policies and actions relating to the institution.
 - (2) Evaluation of recommendations from UFC relating to its structure or functions or other matters originating in UFC and requiring University approval.

- (3) Upgrading staff and faculty personnel.
- (4) Periodic review and evaluation of the policies, structure, and functions of the institution and its administrative units.
- (5) Such other matters as the president may choose to bring to the committee.

c. To have legislative authority as follows:

- (1) Approval of policies of the University according to the following guidelines:
 - (a) Major policy matters are considered and referred to the Board of Trustees for action.
 - (b) Those operational matters clearly within the responsibilities and authorizations delegated to University administration are authorized by vote of the President's Committee.
 - (c) Recommendations concerning new school policies referred from the University Academic Affairs Committee are adopted or further referred to the Board of Trustees for authorization. (School policies clearly within the framework of established policy are approved by administrative committees within each school.)
 - (d) Recommendations for new business policies not clearly within the framework of established policy are adopted or further referred to the Board of Trustees for authorization.
 - (e) Business policies or practices which affect the operation of academic entities are adopted by the President's Committee or further referred to the Board of Trustees for authorization.
- (2) Appointment and severance of:

Appointees with other academic titles (see 2.1.7)
Faculty secondary appointees (see 2.2.3)
One-year appointees to be continued (see 2.2.6)
- (3) Appointment of members of University committees.
- (4) Approval of recommendations for special recognition of appropriate persons.
- (5) Authorization of such other items of business as the president may request.

Frequency of meeting:

Monthly

1.4.2 Deans Council

Membership:

President (chair)

Provost (vice chair)

Vice president for student experience

Deans of the schools of the University

Dean of the faculty of graduate studies

Executive director of San Manuel Gateway College

Associate provost for extended education

Assistant vice president for spiritual life

Director, University spiritual care

Executive assistant to the president

Invitees:

Chief financial officer

Others as selected by the president

Functions:

- a. To periodically review the education, research, and service programs of the schools to ensure that the institutional mission is being fulfilled.
- b. To periodically review the academic strategic plans of the institution and its administrative units and to make recommendations for appropriate adjustments.
- c. To facilitate the integration of the programs and activities of the schools into the University.
- d. To provide a forum for communication on administration of the University.
- e. To facilitate the effective support of the various schools by the academic services of the University.
- f. To receive and consider the recommendations of the Academic Affairs Committee and, where appropriate, to refer items to President's Committee for action.
- g. To provide a forum for communication and problem solving for interschool issues.
- h. To shape the policies and procedures of the University.

Frequency of meetings:

Weekly

1.4.3 University Academic Affairs Committee

Membership:

Provost (chair)

Assistant or associate deans for academic affairs from each school or their equivalents

Chairs of the subcommittees on University policies for faculty and students

Chair of the subcommittee on general and transfer education

Chair of the subcommittee on learning and technology

Director of University records

Director of the University library

Director of academic publications

Director of educational technology services

Associate provost of extended education

Associate director of educational effectiveness

Special assistant for academic administration

Two (2) faculty nominated by UFC

One (1) student nominated by LLUSA

Others as appointed by the President's Committee

Functions:

- a. To formulate general and interschool policies relating to academic standards, practices, and service, and to advise the provost concerning their interpretation, application, evaluation, and revision.
- b. To initiate general policies and procedures relating to academic rank, tenure, and status of faculty and to review and evaluate school policies and practices in these particulars.
- c. To review, advise, and process recommendations on student and faculty policies from the subcommittees on University policies for students and faculty.
- d. To review, advise, and process recommendations from the University subcommittee on general and transfer education.
- e. To review, advise, and process recommendations from the University subcommittee on off-campus programs.
- f. To review, advise, and process recommendations from the University subcommittee on distance learning.

- g. To review and process, according to policy, recommendations from the schools of the University for new programs.
- h. To advise the provost about the construction of the University academic calendar.
- i. To advise the provost concerning academic reports and statistical data to be compiled and distributed.
- j. To advise the provost on such other academic matters as may be brought to the committee by the provost, by a school's representative, or by the faculty or student representatives, or that may originate from the committee.

Reporting:

The recommendations of the committee will be forwarded to the Deans Council for appropriate consideration and, where appropriate, referred to President's Committee for action.

Frequency of meetings:

Monthly

1.4.4 Officers

Membership:

President (chair)

Vice presidents of the University

Invitees:

Selected by the president

Function:

The University Officers are the primary decision makers for business and operational issues of the University. Meeting weekly, they review financial issues, strategic planning, campus growth, political issues, research affairs, information services, and other items needing high level consideration.

Frequency of meetings:

Weekly

1.4.5 Standing committees of the schools

The appointment of standing committees serving each school is the responsibility of the dean. Members of such committees are selected according to school policy and are appointed by the dean. The University catalog lists the names of the schools' committees and their chairs with or without the names of the members. Major administrative committees may include but are not limited to:

- Executive Committee or equivalent *
- Faculty Council or equivalent
- Curriculum Committee
- Academic Review Committee
- Admissions Committee
- International Relations Committee or equivalent
- Spiritual Life and Wholeness Committee
- Diversity Committee

Other committees may include advancement, budget, computing, education, research, student, etc.

** A committee required for all schools.*

1.5.0 Faculty participation in governance

Loma Linda University is committed to providing faculty with substantial opportunity to influence academic policies and procedures within the University. Throughout the world in higher education, faculty have played a key role in upholding the standard for education, research, and service. To enable faculty in meeting this responsibility, the University expects faculty participation in the governance of the institution in the following areas:

Curriculum and instruction. At the departmental or program level, faculty design, implement, and evaluate the curriculum in areas specific to that department or program. Through departmental, programmatic, or school-wide curriculum committees, they participate in maintaining quality and meeting accreditation standards for those professional programs.

Student performance. Faculty, within their respective domains, are to participate in setting admissions standards, selection and admission of students, monitoring student progress, and conducting outcome assessment of student education.

Faculty selection and evaluation. Within the department or program, the department chair or program director seeks faculty advice regarding the qualifications for and participation in the selection of faculty for that department or program. Likewise, department chairs or program leaders dialogue with faculty about responsibilities, under the guidelines set by the school's workload policy. Faculty are expected to engage in peer evaluation of teaching, service, and research. Faculty are expected to review student evaluations of their peers, and to respond positively to areas of concern. Faculty are to participate, through their respective school-wide committees, in evaluation and recommendations for promotion and tenure of their peers, as well as review of productivity through means established within the department, program, or school.

Professional growth. Faculty should exercise responsibility for their own growth and development as contributing faculty. They should explore such opportunities and initiate with their respective departments participation in workshops, seminars, conventions, and advanced degrees or postgraduate education.

University policy and procedures. Faculty participate in academic, faculty, and student policy revision or development under the guidelines established for policy development through the Faculty Forum and their elected representatives on the University Faculty Council (UFC).

Faculty organization and participation. The University-wide faculty organizations and representatives are described in this section. In addition, schools may have school-wide representative faculty organizations which participate in governance within the schools as specified. Faculty organizations will be consulted by administration in the following areas:

- search for administrators,
- representatives to school and University-wide committees,
- strategic planning, and
- development of faculty and student policies.

The participation of the faculty in governance is advisory to the administration, which is designated by the Board of Trustees to administer the operation of the University at its various levels.

1.5.1 University-wide faculty organizations

a. Faculty governance

Faculty governance is a means for faculty participation in higher education policy making. Scholars have traditionally engaged in the vigorous debate that academic freedom and integrity encourage. Longstanding supporters of academic freedom find the full scope of inquiry essential to the foundation of academia. Additionally, regional accrediting bodies expect faculty to be actively involved in decision making within the organization structure of the institution they serve. Faculty at Loma Linda University carry on the tradition through the University Faculty Council (UFC). We believe that an engaged faculty is a productive, loyal, and supportive faculty

(1) University Faculty Council

The purpose of UFC is to promote the mission of LLU in educating professionals and scholars, expanding knowledge through research, and providing health care for the who person, by engaging faculty and working with administration through:

- (a) *Shared decision making:* Ensuring university-wide faculty representation to provide advice, consultation, and constructive critique in joint decision making with the administration.

- (b) *Policy development, review and revision:* Initiating new policies, reviewing and proposing revisions to existing policies; thereby providing input into university-wide policies affecting faculty
- (c) *Effective communication*
- (d) *Leadership development:* Mechanism for faculty to gain leadership expertise through participation in University governance in a wide variety of setting and roles.

(2) Composition of University Faculty Council (UFC)

The council is composed of UFC officers, elected faculty members, the Provost, and invitees. Invitees include: the president, deans of the schools, the library director, or their designated representatives, the Faculty Development chairs, representative of LLUH Diversity Council, and a representative from the school-specific governance bodies. The University provost is the administrative sponsor of UFC and interacts with UFC officers on a regular basis.

Faculty appointed by UFC to the University, LLUH, and/or Board of Trustees Committee are invited to attend UFC meetings to report ongoing committee activities. UFC representatives to University committees can be either UFC members or a faculty-at-large. LLU faculty-at-large are welcome to attend UFC meetings as well. Faculty-at-large is defined as any person holding rank of instructor or higher at the University.

Each school or academic unit will have three members on UFC: two regular members and one alternate member. The academic units currently existing at Loma Linda University are the School of Allied Health Professions (SAHP), the School of Behavioral Health (SBH), the School of Dentistry (SD), the School of Medicine (SM), the School of Nursing (SN), the School of Pharmacy (SP), the School of Public Health (SPH), the School of Religion (SR), the Faculty of Graduate Studies (FGS), and the University Libraries (LIB).

A list of the current council membership is kept in the Office of the Provost as well as on the UFC Canvas page.

(3) Election of Council Members

Council members are defined as faculty members elected from their school/unit to serve on UFC. Council members will serve a three-year term beginning on October 1. Terms of office will overlap so that no more than one-third of the members will leave office annually. It will be the responsibility of the academic units to hold elections of UFC members and submit names of Council members to the Office of the

Provost by August 31st of each year. For voting purposes, the first year elected, the Council member will serve in alternate status. To provide continuity and mentoring opportunities, alternates are expected to attend meetings, and can vote in the absence of a regular member from their unit.

(4) Duties of Council Members

Membership in UFC carries an obligation to attend Council meetings. Consistent attendance is vital to the active participation of faculty governance. Three unrepresented absences will be considered resignation from the Council. Furthermore, if a Council member is unavailable consistently for the regularly scheduled meetings, the school should appoint/elect another faculty to serve as Council member and notify the Office of the Provost and the chair of UFC. Council members are elected to position of responsibility, and as such are expected to:

- (a) Serve on at least one standing committee of the Council
- (b) Provide input into issues during Council meetings
- (c) Convey to their school or academic unit appropriate information
- (d) Convey issues from their school or academic unit to UFC
- (e) Participate in any other tasks assigned by the UFC chair
- (f) Notify the Office of the Provost when unable to attend

(5) Faculty Meetings Sponsored by UFC

UFC sponsors a variety of meetings throughout the year. They include Council meetings, Faculty Forum and Faculty Colloquium, Faculty are encouraged to attend these meetings to maximize the opportunities for networking, become involved in the governance issues, and to communicate to the schools of which they are a part. Only UFC officers and Council members have voting privileges.

- (a) *Council Meetings:* University Faculty Council meets once a month, at a regularly scheduled date, time and place. The date, time and place will be posted on the faculty Canvas page, and also included in the agenda sent out prior to each meeting. Lunch is provided, courtesy of the Office of the Provost. UFC may also hold a one-day retreat in June to complete any unfinished tasks and do strategic planning for the next year. In addition, at the call of the UFC Chair, a meeting may be scheduled in July, August, and/or September to conduct the business of the UFC. Council members and officers shall be notified of regular meetings at least ten (10) days in advance. The agenda and time of UFC meetings will include time for reports from UFC appointed faculty representatives on University, LLUH, and Board of Trustees committees.

- (b) *Faculty Forums:* The Faculty Forum shall be a sounding board for campus-wide areas of interest to faculty. The Forum may inquire into any policy and/or practice. The Faculty Forum will meet on an “as needed” basis to convey specific or urgent information.

The Faculty Forum may be called by UFC, or upon a petition signed by 25 members of the faculty-at-large. The petition must state the reason for calling the meeting. The agenda and time of the Forum meetings will be publicized in advance via email notification as well as on the UFC Canvas page.

The Forum shall report directly to UFC, which will transmit suggestions, recommendations or inquiries from the Forum to the Office of the President. It is anticipated that the President or designated representative will respond to inquiries or recommendations from the Forum at the next regularly scheduled meeting of UFC.

Participation in the Faculty forum is open to any individual holding rank of instructor or higher at the University. Only those who are at least half-time with board-approved appointments have voting privileges. The UFC Secretary will be present at the Faculty Forum to take minutes and subsequently distribute information. It is suggested that the Forum also be videotaped and placed on the UFC Canvas page so that faculty unable to attend may be apprised of the issues discussed. Distribution of Forum minutes will be accomplished by email to Council members for approval and subsequent publication on the UFC website. Faculty members will be notified by email that Forum minutes are on the UFC Canvas page.

- (c) *One Summit:* Prior to the beginning of the Fall Quarter, UFC in conjunction with the Office of the Provost provides a colloquium/One Summit whereby the University community comes together for an enthusiastic beginning of the new academic year. The Colloquium provides an opportunity for visioning for the upcoming academic year, building collegiality, and recognizing faculty accomplishments. During the colloquium, UFC is responsible for giving a status report of achieved goals, and articulating goals for the future. In addition, the President is invited to give a “State of the University” address. The Colloquium Committee will work with the Provost a year in advance to plan the Fall Colloquium.
- (d) *Unscheduled Council Meetings*

- (i) At times, urgent issues arise that require calling an unscheduled UFC meeting. These special Council meetings can be initiated by UFC or by faculty-at-large. By UFC: upon the written request of 25% of the Council, the UFC Chair shall call a special meeting of the UFC. Notice of meetings shall be given to Council members at least 48 hours prior to the meeting.
- (ii) By Faculty Members: Upon written request of 25 faculty-at-large, the UFC chair may call a special meeting of the Faculty Forum. Notice of meetings shall be given to the appropriate body (Council members or Faculty-at-large), as well as to central administration, and deans of Schools at least 48 hours prior to the meeting.

(6) Quorum

A quorum is necessary for the legal transaction of all Council business. A quorum is defined as one-half of the UFC voting members plus one.

(7) Election of Officers

During spring Quarter, UFC will solicit nominations from the list of current UFC members and prepare the Officer Election ballot using the three nominees with the most nominations. To ensure equal representation and not to burden an academic unit unduly, it is recommended that not more than one officer be selected from the same academic unit.

The nominees will be notified prior to publishing the election ballot in order to verify their willingness to serve. The ballot will then be presented at a regularly scheduled meeting in May or June. Should a quorum not be present, further voting may be done by email. The person with the most votes will be notified of the results of the election. The yearly elections will alternate between the Secretary (odd years) and the Vice chair and Chair-Elect (even years).

The UFC chair will notify the recently elected officers of the election results and further notify their respective school of the need to provide an additional UFC council member to fill the vacancy created by the election. The school will notify the Office of the Provost of the replacement. This procedure applies to Chair, Vice-Chair, Past-Chair or Chair-Elect and Secretary.

In the event of a mid-term vacancy of any office, the position may be filled through appointment by the majority vote of the remaining officers in order to fill the unexpired term. Such appointments does not

necessarily call for replacement of the appointee in the school/unit during the remainder of the unexpired term.

(8) Duties of Officers

- (a) *Chair:* The chair conducts monthly officers' meetings with the other UFC officers, and the Provost for planning of Council meetings. The UFC chair is responsible for appointing chair and members of UFC standing committees at the beginning of each academic year. Ad hoc taskforces will be established by the chair as issues arise. The chair also convenes and moderates meetings of UFC and Faculty Forum, and serves as the official faculty governance representative to several other university administrative committees including the Board of Trustees of the University, the President's Council, the University Leadership Council, and others. It is expected that as representative of the Council, that the chair will express the wishes and desires of the faculty. Participation in administrative university committees provides benefits to the administration as well as to the faculty. The chair creates and distributes quarterly reports to the faculty-at-large. The term of office is two years.
- (b) *Vice-Chair:* The vice chair will assist the chair in his/her duties, moderate meetings in the absence of the chair, and attend UFC officers' meetings between regularly scheduled UFC meetings. The Vice-Chair will be elected for a two-year term and serve as Parliamentarian during the term of office. The Vice-Chair will represent UFC on such committees and subcommittees as deemed appropriate in consultation with UFC and the chair. The term of office is two years.
- (c) *Chair Elect:* The Chair-Elect will assist the Chair in his/her duties, moderate meetings in the absence of the Chair and, and attend UFC officers' meetings between regularly scheduled UFC meetings. The Chair-Elect will be elected for a two-year term.
- (d) *Secretary:* The UFC Secretary will attend UFC meetings; create minutes to include discussions, recommendation, and action of UFC and Forums. Minutes will be approved by the Council members, and any corrections will be made by the Secretary prior to publication on the UFC website. It is the responsibility of the Secretary to publish the minutes within ten days from approval. The secretary will also be responsible for taking attendance, analyzing attendance, and alerting representatives and the School Dean when two unrepresented absences have occurred. An additional unrepresented absence will constitute resignation. The Secretary may notify the Chair and the Provost, who will request a new council member from that School. The

Secretary will also attend UFC officers' meetings. The term of office is two years.

- (e) *Past Chair*: The Past Chair of UFC attends UFC meetings, as well as UFC Officer's Meetings between regularly scheduled UFC meetings. The Past Chair assists the chair in mentorship, strategic planning, clarifying and visioning. On a yearly basis the immediate Past Chair calls a meeting with all previous Past Chairs for the purpose of assessment and recommendations for more effective faculty governance. The term of office is one year.

(9) Removal of Officers or members from Office

Removal of a UFC officer is possible after discussion with the officer is exhausted. To initiate the process, a petition bearing the signatures of at least 25% of the voting members must be presented to the UFC Secretary or other officer. An affirmative vote requires a two-thirds majority of the voting members of the Council.

(10) Appointment of council Members to UFC Committees

Committees of UFC include standing committees and ad hoc committees.

- (a) *Ad hoc committee*: The UFC Chair can appoint ad hoc committees as needed. The membership of an ad hoc committee may be drawn from UFC or faculty-at-large.
- (b) *Standing Committees*: At the beginning of each year, the UFC Chair will appoint membership to serve on standing committees as well as appoint a chairperson for each committee. UFC members will have opportunity to select the committee on which they prefer to serve. The chair of each committee shall be a UFC member, however, in special cases an invitee may be appointed chair. Additional members may be drawn from UFC or faculty-at-large. Depending on the task of the committee, the UFC officers shall determine the membership of the committee. To provide for continuity, Council members serve on the committee for the length of their term on UFC. Faculty-at-large appointed to the UFC committee will serve for a two-year term with an option for reappointment. The committee chair will determine when, where, how often to meet and will report to UFC as appropriate. Standing committees of UFC include:
 - (i) Colloquium Committee
 - (ii) Retreat Committee
 - (iii) Governance Committee
 - (iv) Faculty Development Committee

(v) Faculty Policy Committee

(11) Appointment of Faculty to University Committees

Loma Linda University recognizes the importance of faculty representation on University committees and has asked UFC to be responsible for appointing faculty to University committees. Faculty appointed by UFC to a University committee can be either faculty-at-large or interested Council members.

During the Spring Quarter, the office of the Provost will prepare a list of committees that need faculty representation. Using a two-phase process, officers shall prepare the nominations ballot by soliciting suggested names during a UFC meeting. The individuals with the most nominations will be contacted to verify willingness to be placed on the ballot. A minimum of two names will be placed on the ballot for each committee vacancy. Once the ballot is complete, Council will cast their vote. The faculty names will be submitted to the Office of the Provost to be forwarded to the Office of the President during the Summer Quarter.

The number indicated in parentheses are the total allotment of appointments by UFC to that body. They include:

- (a) University Faculty Grievance Panel (1)
- (b) University Academic Affairs Committee (2)
- (c) General Studies and Transfer Education Committee (2)
- (d) University Rank and Tenure (2)
- (e) Learning and Technology Committee (2)
- (f) Student Policy committee (1)
- (g) Educational Effectiveness Committee (2)
- (h) LLU Press Board (2)
- (i) Provost Advisory Council (2)

(12) Approval of Minutes

The Secretary, or if needed, another UFC officer, will prepare minutes of all UFC regular and special meetings. The Chair will review the minutes for any suggested changes or typographical errors. After making any corrections, the Secretary will send the minutes to the office of the Provost and/or the UFC Chair to distribute the minutes electronically to council members. Minutes can be voted electronically via email or at a regularly scheduled meeting. Approved minutes will be published on the LLUH Learning Management System (LMS) UFC Canvas page within ten days. Minutes electronically approved may be subject to review at the next UFC meeting. If revisions occur, the amendment to the original minutes will be posted and noted as such.

(13) Voting Methods

Voting of issues, policies or minutes, will be considered binding when a quorum is met. Methods of voting can include paper ballot, raised hand, voice vote, audience response clicker, or asynchronous email voting. Asynchronous email voting will be limited to non-policy issues such as approval of minutes, UFC elections, UFC committee memberships and nominated membership to University committees or councils. Policy issues will require attendance at a UFC meeting to hear discussion regarding the issues prior to voting and approval.

(14) Amending UFC Policies or Procedures

The UFC Governance Committee is tasked with maintaining the currency of the UFC Policies and Procedures. The Governance Committee shall be composed of at least three UFC members, appointed by the Chair.

(a) Amendments to UFC Policies:

- (i) Changes, additions, or deletions to UFC Policies will be sent to the UFC Governance committee for consideration. Proposed amendments may be submitted to the committee by faculty, UFC, Administration, or originate with the Governance Committee.
- (ii) If supported by UFC, the Governance Committee will submit a request to the UFC Chair that the proposed policy amendments be placed on the agenda of the next scheduled faculty forum meeting or at a special meeting called by the UFC Chair. The proposed policy changes will be circulated to Faculty-at-large by the UFC at least three (3) weeks prior to a Faculty Forum meeting. The Chair of the UFC or appointee will provide an opportunity for discussion at the forum, and conduct a vote by secret ballot.
- (iii) During the discussion in Faculty Forum, any amendments that are made from the floor shall be referred back to the Governance Committee for review and submission to the UFC for consideration and support. The modified amendment will then be circulated to Faculty-at-large at least three (3) weeks prior to another Faculty Forum for discussion and a vote.
- (iv) A majority vote of at least 50% plus 1 (one vote) of those present and voting at the Faculty forum shall be

necessary for it to be considered a vote of support for the proposed policy change. A record of attendance will be taken of the faculty present for the vote.

- (v) If supported by Faculty Forum, any recommended policy changes will be forwarded via the Provost to the appropriate administrative committees and to the Board of Trustees.
 - (vi) If policy changes arise during administrative review in committees, the changes will be reconsidered in UFC prior to definitive action. Council will forward the final proposed changes to the Provost who will determine the next approval step (Deans Council and/or University Academic Affairs Committee), before going on to President's Committee.
 - (vii) Upon trustee approval, policy changes will take effect.
- (b) Amendments to UFC Procedures:
- (i) Changes, additions, or deletions to UFC procedures will be sent to the UFC Governance Committee for consideration. Proposed amendments may be submitted to the committee by faculty, UFC, or originate with the Governance Committee.
 - (ii) The proposed procedural changes will be brought to the Council by the Governance Committee for discussion in UFC first to determine support for the changes.
 - (iii) Upon council approval by UFC and review by the Provost, procedural changes will take effect.

(15) Rules of Order

Meetings will function using Roberts Rules of Order, Newly Revised, the most recent edition. It is the responsibility of the UFC Secretary or appointed Parliamentarian to review the current rules to provide counsel as to correct procedures. Frequently asked questions can be found at <http://www.robertsrules.com/faq.html>

1.5.2 Faculty participation in faculty policy development

Faculty participate in policy revision or development under the guidelines established for policy development (see Faculty Policy Development Procedures below) through the Faculty Forum and their elected representatives on the University Faculty Council.

1.5.3. Faculty Policy Development Procedure

Initiation by faculty, school faculty organization, or school or University administration.

Development and testing of proposed new policy or revision of existing policy by UFC, Deans Council, and the University policy committee [UPC]. The UPC may select a subcommittee, not necessarily from among UPC members, appropriate to the topic of the policy to perform the necessary research and initial policy development. The policy under development may be sent back through each of these entities for further refinement. Legal counsel may be sought by any of the three entities during this stage upon approval of the office of the president.

Faculty holding University appointment review the proposed policy through:

Public hearing at Faculty Forum and/or
Mail out to faculty

The revised draft of the policy is forwarded to the President's Committee. Legal counsel must review the policy during this stage. The President's Committee may send the policy back to the UPC for further revision, if deemed necessary.

President's Committee forwards the draft to the Board of Trustees, which may delegate prior review to its Scientific and Academic Affairs Committee. The Board may act on the recommended policy, or send it back for further revision. If the Board rejects, or substantially amends the policy, it should provide an answer to the entities involved in the preparation of this policy.

The policy becomes effective upon action by the Board of Trustees, or at a time so specified by the Board. The new or revised policy will be incorporated in the next version of the *Faculty Handbook*.

2020
LOMA LINDA UNIVERSITY
FACULTY HANDBOOK

Chapter 2
Appointment, discipline, recognition, and
termination of faculty

CHAPTER 2 Appointment, discipline, recognition, and termination of faculty

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2.1.0 Definitions

2.1.1 General faculty classification

Faculty membership means appointment to an academic rank (defined in 2.1.3) in a specific school or faculty of the University Libraries. Faculty members in a school with a departmental structure will have their appointment to a specific department.

- a. *Full time (FT)*: faculty who carry a full load of instruction and/or research and/or service responsibilities.
 - (1) Full-time faculty who are employees of the University and who are entitled to the benefits and privileges listed in chapter 3 of the *Handbook* are designated as FT/U.
 - (2) Full-time faculty who are primarily employees of a University approved faculty practice plan and whose terms and conditions of their employment are covered by their employment contract with the corporation are designated FT/FMG.
 - (3) Full-time faculty who are employees of the Loma Linda University Medical Center and whose terms and conditions of employment follow medical center policies are designated by FT/FMC.
 - (4) Full-time global faculty, designed by FTGL, are qualified professionals who meet regular faculty requirements and are employed by Loma Linda University to serve internationally and agree to participate in Loma Linda designated projects either by mentoring students or residents, providing clinical services, or assisting in research projects.
- b. *Part-time (PT)*: Faculty who for a stipend/salary render specified instruction service constituting less than a full-time load, and are not classified as FT. They may be classified as the above as either PT/U, PT/FMG, or PT/MC
- c. Geographic faculty
 - (1) *Geographic full-time (G/FT)*: Faculty who carry a full load of instruction and/or research and/or service responsibilities and are located at a major affiliated institution or a major off-campus site.
 - (2) *Geographic part-time (G/PT)*: Faculty who carry a partial load of instruction and/or research and/or service responsibilities and are located at a major affiliated institution or a major off-campus site, and not classified as full-time.
 - (3) The above classifications may be further designated by institution as follows:

LLU

FMG	LLU Faculty Medical Group
LLUH	LLU Health
LLUHC	LLU Health Consortium
H	LLU Hospitals
MC	LLU Medical Center
USS	LLU Shared Services
U	Loma Linda University
UHC	University Health Care

GFT affiliates

ARMC	Arrowhead Regional Medical Center
FH	Florida Hospital
GAMC	Glendale Adventist Medical Center
VMC	Jerry L Pettis Memorial Veterans Medical Center
KAMC	Kettering Adventist Medical Center
RCH	Riverside Community Hospital
RUHS	Riverside University Health System
SACHS	SACH Clinic
WMMC	White Memorial Medical Center

d. Voluntary faculty

- (1) *Voluntary (V)*: Faculty who without salary or comparable remuneration render regular and specified instruction, research, or service and who have professional qualifications for faculty membership.
- (2) *Voluntary/global (V/GL)*: Qualified professionals who meet regular faculty requirements and are working internationally for other organizations and agree to participate in Loma Linda designated projects either by mentoring students or residents, providing clinical services, or assisting in research projects.
- (3) The title of one who holds a faculty rank normally reflects the name of the department. The title automatically changes along with a department name change except in the case of a title already at variance, such as one which is identified by an academic discipline within the department.

2.1.2 Special designations

- a. A *primary academic appointment* designates the department and school receiving the major portion of academic services. Faculty members will hold only one primary appointment.

- b. A *secondary academic appointment* designates another department or school receiving a faculty member's regular academic services. The rank held by a faculty member in the school in which he/she holds a primary appointment is ordinarily his/her only rank. Normally, faculty members do not receive personal remuneration from the department or the school where they hold a secondary appointment; however, the school where they hold a primary appointment may be financially compensated for sharing the faculty member's services with another school. A secondary appointment ends when the primary appointment ends
- c. Faculty of Graduate Studies

2.1.3 Academic rank

Academic rank is determined according to the following minimum guidelines, although individual schools may be more restrictive in their own particular situation.

- a. *Instructor*: one-year renewable appointment. Bachelor's or higher degree required, depending on the school.
- b. *Assistant professor*: one to three-year renewable appointment. Master's or higher degree required, depending on the school.
- c. *Associate professor*: a one to five year renewable or tenured appointment. Doctorate or equivalent professional achievement; postdoctoral training or recognition as an outstanding teacher or scholar ordinarily demonstrated by successful college or university teaching and scholarly activity.
- d. *Professor*: one to five year renewable or tenured appointment. Doctorate or equivalent professional achievement and postgraduate training required; also demonstrated excellence in teaching and scholarship.
- e. *Emeritus* :

See Granting of Emeritus policy and procedure, section 2.3.5.

2.1.4 Special merit rank

- a. *Distinguished professor*: awarded to a full-time faculty who has made distinguished contributions in teaching, research, publication, or creative work. This appointment is contingent on meeting all eligibility criteria, including full-time status, for the duration of the appointment. This is not a continuous appointment.
- b. *Distinguished emeritus*: may be awarded at or after the retirement of a faculty member who held a prior appointment as distinguished professor or who has rendered exceptional service to the University; the status may be regular or

active as defined under emeritus appointments. This is a continuous appointment.

2.1.5 The title of one who holds a faculty rank normally reflects the name of the department. The title automatically changes along with a department name change except in the case of a title already at variance, such as one which is identified by an academic discipline within the department

2.1.6 Prefixes: These prefixes modify academic rank as specified below:

- a. *Clinical*: A one to three year renewable appointment used to designate voluntary faculty members who teach, do patient care and/or research on a part-time basis, with or without pay, for the University in schools in which clinical teaching occurs.
- b. *Research*: A one to three year renewable appointment used with the ranks above instructor to designate a faculty member whose renewable appointment is granted because his/her function is solely or principally in a field of research conducted in a school of the University. Faculty in this rank are not eligible for tenure.
- c. *Visiting*: A one-year renewable appointment used to designate the holder is a faculty member of corresponding rank in another institution on leave to teach in a school of the University.
- d. *Adjunct*: a one to three-year renewable appointment used to designate either
 - (1) a faculty appointee who resides at an off-campus site or in another country or at some distance from the home campus and who is available on a volunteer basis to provide instructional and/or professional advice on behalf of the University or
 - (2) a part-time or voluntary faculty member who holds a faculty appointment in another University, or who may be primarily employed by another approved institution.

2.1.7 Faculty of Graduate Studies

- a. Membership in the Faculty of Graduate Studies (FGS) is reserved for University faculty whose training and experience qualify them for participation in research intensive graduate education. Criteria for appointment are developed by the FGS in general session.
- b. Academic rank and designations of primary or secondary appointment do not apply to membership in the Faculty of Graduate Studies. Faculty rank is held in the school where they hold their primary appointment.

2.1.8 Other academic titles

- a. *Endowed named chair*: additional title used to identify a faculty appointment to an endowed professorial chair. The chair's name is in honor of gifts given to the school in the individual's name. Individuals given the honor or an endowed chair are usually full professors. This is usually a three-year renewable appointment.

Financial support of the endowed chair comes from an endowment established for that purpose. The endowment should be sufficient to produce earnings to cover the entire cost of the chair. (See [Establishing Perpetual Endowed Chairs and Funds](#))

- b. Non-faculty academic titles or academic titles applied to staff personnel.
- (1) *Lecturer*: one-year renewable appointment. A person who on a yearly basis conducts a series of lectures or who renders occasional or regular academic lecture service.
 - (2) *Academic assistant*: a person with a Bachelor's degree or above with adequate training and/or experience to assist in academic administration in the office of the dean of a school. Typically, this title is used for a person who assists an assistant or associate dean in the execution of their academic administrative responsibilities.
 - (3) *Research assistant*: a person with adequate training to assist in research under the supervision of a researcher. Support usually comes from research grant funding and primary responsibilities are in research. The appointment is for a fixed term, the length of which may depend on the duration of research grants or contracts held by the University. This is not a faculty appointment; the terms and conditions of the employment are detailed in the *Employee Handbook*.
 - (4) *Research associate*: a person who ordinarily has a doctoral degree in a field related to his/her responsibilities at the University and who has demonstrated ability to conduct independent research. Support comes from research grant funds and primary responsibilities are in research. The appointment is for a fixed term, the length of which may depend on the duration of research grants or contracts held by the University. This is not a faculty appointment; the terms and conditions of employment are detailed in the *Employee Handbook*.
 - (5) *Clinical associate*: a person normally with a master's degree or above and with adequate training or experience to teach in an area of clinical care, including spiritual care. Appointment is for a designated term of up to three years and is renewable. The person may be an employee of the University or of an affiliated institution, e.g. Loma Linda University Medical Center. Terms of employment are determined by the

employing entity and detailed in the entity's *Employee Handbook* or equivalent.

- (1) *Scholars in residence*: used to designate scholars who come to the University to undertake research and/or clinical activities and/or publication of approved projects that relate to the mission of Loma Linda University. See [Scholars in Residence – Appointment and Administrative Procedures](#).
- (2) A *postdoctoral fellow* at the University, occupying a special status, is engaged in further scholarly activity under supervision, but not leading to another degree. See [Postdoctoral Fellow – Appointment and Administrative Procedures](#).

2.1.9 Ancillary titles

- a. Associate: One who shares responsibility and authority as assigned by an immediate superior.
- b. Assistant: One who acts as a subordinate with functions as assigned.
- c. Assistant to/Assistant in: One who fills a staff position with functions as assigned.
- d. Interim: Suggests a defined period and does not imply an ongoing connection with the University, one of the schools or departments.
- e. Acting: An individual serving for a brief, but indefinite period of time; may be considered for permanent appointment.

2.2.0 Appointment

Individuals appointed to the faculty of LLU demonstrate their commitment to its mission and values through their participation in teaching, research, and/or service. They will be individuals who are committed to the mission of LLU and LLUH, respect the beliefs of the Seventh-day Adventist church in their teaching and lifestyle, and uphold the fundamental values of the LLU community of scholars in their personal and professional living. They will also be individuals who, as educators, integrate faith and learning, and who, as professionals, integrate faith into their profession. They will be willing to participate in the general work and governance of the department, school, or unit to which they are appointed, and to contribute to the life of the University community. Members in good and regular standing of the Seventh-day Adventist church will be actively recruited and given preference in making faculty appointments, (within the constitutional and statutory rights of the University as a religious institution and employer (see [Non-Discrimination and Affirmative Action policy](#) for further legal documentation). The University will give equal opportunities for faculty appointment to men and women of all races who are professionally competent, and will not unlawfully discriminate on the basis of disability, gender, race, color, age, or national origin.

2.2.1 Types of new appointments

- a. Regular new appointment, to become effective at a specified time.
- b. Deferred appointment without salary or stipend, to be activated no later than two years following Board approval, with annual extensions possible. Denominational service credit where applicable, because of such University connection, is not accumulated during the deferred status.
- c. Study-leave status concurrent with new faculty appointment, with or without salary or stipend. Denominational service credit in situations where applicable is accumulated during the study-leave status for a maximum of two years. (See [Professional Leaves](#))
- d. Reinstatement appointment, indicating the person has held a University faculty appointment at a previous period of time.

2.2.2 Appointment options

A faculty member is given the option of a 9-, 10-, or 12-months-per-year appointment in accord with individual school policy.

2.2.3 Renewal of faculty appointment

Renewal of a faculty appointment may be recommended to the dean of a school by the chair of the department, or equivalent, after following the school procedures for annual or other review of faculty performance and commitment. The recommendation is accompanied by a signed response from the faculty member indicating continuing harmonious agreement with the mission of LLU as a Christian Seventh-day Adventist health sciences university and commitment to foster a caring Christian environment for students, fellow faculty, and staff.

The dean of the school submits the recommendation for renewal to the office of the president which then transmits the recommendation to the President's Committee for endorsement.

Only authorization of the President's Committee is required when giving a one-year renewal of appointment to a faculty member whose appointment would automatically be discontinued by virtue of policy (see Faculty Classifications, Rank, and Titles, section 2.1, and Discontinuation of Faculty Appointment and Severance of University Employment, section 2.6).

2.2.4 Privacy of information

The University has classified the following as faculty directory information that may be released: name, faculty classification, degree information, length of service at the University, office address, and office telephone number.

Information of a personal nature (e.g., marital status, salary rate, etc.) is not publicly released except by written permission of the faculty member.

2.2.5 Evaluation of faculty

Full-time, geographic full-time (See Faculty Classifications, Rank, and Titles, section 2.1 for definition), and part-time faculty are evaluated regularly according to criteria determined by each school, under University guidelines. Teaching, research, and service, as well as personal characteristics congruent with the fundamental values of the University are included in the school-specific evaluation forms.

- a. The evaluation process occurs annually for non-tenured faculty. Tenured faculty are provided with annual or other periodic reviews (see Tenure, section 2.5); a five-year cumulative assessment of the professional growth and development will be made. Persons holding an endowed named chair position receive summative evaluations every three years prior to renewal of appointment.
- b. Evaluation criteria are given in the evaluation form(s) prepared individually by each school of the University.
- c. Evaluators are selected from among supervisory personnel, peers, and students as stipulated in the evaluation form(s).
- d. Conclusions of the evaluation studies are made known to the faculty member and to appropriate persons as determined by each school.

2.2.6 Evaluation of administrative faculty and other administrative personnel by faculty

- a. Administrative personnel who are subject to the evaluation process are those who have line authority (as distinguished from those who have functional or technical authority or are engaged in staff activity) and who interrelate especially with faculty and students.
- b. Administrative personnel subject to the evaluation process include University officers, deans, assistant and associate deans, and department chairs.
- c. Formative evaluation occurs a minimum of every two years; summative evaluation occurs at the end of a five-year period.
- d. Evaluation criteria are given in the evaluation form(s) prepared under the direction of the President's Committee and approved by that body and/or the Board of Trustees.
- e. Evaluators are selected from peers, faculty, administrators, supervisors, students, and in some cases members of the Board of Trustees.

- f. Conclusions of the evaluation studies are made known to the person involved and to other persons as determined by the President's Committee and/or the Board of Trustees.

2.2.7 Search committees and the recruitment process

The selection process for faculty may or may not include the use of a search committee. In the selection process for department chair, a search committee will work in partnership with the dean. Where a search process is used, it will use the guidelines outlined in the [Faculty Appointment Procedures](#).

2.2.8 Distribution of new *Faculty Handbook*

When a new edition of the *Faculty Handbook* is produced, faculty will be notified and required to acknowledge receipt of it.

2.3.0 Promotion to a higher rank and/or change to special merit rank

2.3.1 Promotion to a higher academic rank is a recognition of the continuing development of a faculty member in teaching effectiveness, scholarly activity, and service to the University. Development in each of these areas will be demonstrated in a variety of ways, several of which are listed below:

- a. For levels of academic achievement, see Special Recognition 4.h.
- b. Teaching effectiveness.
 - (1) In class: quality of course content, organization of materials, clarity of presentation and explanation, responsiveness to student questions, student involvement in discussion, use of teaching aids, evaluation of student achievement.
 - (2) In personal relationships with students: openness and accessibility with students, stimulation of intellectual curiosity and growth, sensitivity to student problems and needs, inclusiveness of all students (irrespective of their religious affiliation, gender, age, disabilities, learning differences, ethnicity, race or nationality), soundness of academic advisement.
 - (3) Teaching effectiveness may be evaluated on the basis of anonymous student evaluations and/or peer evaluation by other faculty.
- c. Professional achievement and academic growth: quality of professional service and skills, activity in recognized professional associations and societies; publication or presentation of research or other scholarly or creative work; participation in advanced professional courses, seminars, or institutes; other professional involvement or contributions.

- d. Service to the University: Effective membership on committees of the department, school, and/or University; active participation in the intellectual, social, and religious life of the University; service as advisor to student organizations and activities; representing the University in community and church activities; participation in departmental and school faculty meetings; professional service.

In addition, the documentation for promotion must provide evidence of a sustained contribution to the University's mission. Such documentation should include evidence of productive service to wholeness by fostering intellectual, physical, social and spiritual values, contribution to the diversity and equality of people in the University and in the broader community, or fostering service to humanity through local or global outreach activities. Other documentation will include submission of a signed response indicating his/her continuing agreement with the mission statement of Loma Linda University and commitment to honor it in teaching and participating in the life of the University.

- 2.3.2 Criteria for appointment as a distinguished professor [school or University] are described in part in the definition of this special merit rank (see Faculty Classifications, Rank, and Titles, section 2.1). A candidate for this title is considered on his/her individual merits by the University committee on faculty rank and tenure.

The members of the University committee on faculty rank and tenure include the chairs of each school's faculty rank and tenure committee, or its equivalent. An additional five members are selected by the office of the president from a slate of ten names provided by the University Faculty Council. The provost chairs this committee.

- 2.3.3 In the event of an incoming appointee at the level of a professor, the appointment must be reviewed by the school's rank and tenure committee or its equivalent
- 2.3.4 Criteria for change of status to emeritus are described in part in the definition of emeritus status (see Faculty Classifications, Rank, and Titles, section 2.1). This status is only granted at or after retirement from the regular faculty. In recommending this change of status the school committee on faculty rank and tenure also takes into consideration the recognition of the candidate among faculty colleagues, students and administration for his/her satisfactory commitment to teaching and/or research and/or service.

- 2.3.5 Granting of Emeritus Status

Emeritus/Emerita titles are conferred upon individuals who have made significant contributions through long and distinguished service at LLU. The granting of *emeritus/emerita* status is based on merit.

Faculty and senior academic officers are eligible to receive emeritus/emmerita status at or shortly after their retirement from LLU. Faculty holding the rank of professor or associate professor, or a honorific title of distinguished professor are eligible; this eligibility applies to faculty from all three tracks as designated by their individual school policy: educator, research, or clinical. Once the university confers emeritus/emmerita title

on an individual, the appointment is considered a continuous appointment. Emeritus/emmerita status cannot be conferred posthumously.

As a general rule ten (10) years or more of employment in the capacity for which the emeritus title is recommended would be considered long service for faculty. Exceptions to this policy may be considered for an individual who has made outstanding contribution to the University during a briefer period of service and who joined the University late in their career, and is recommended by University officers.

Emeritus/emmerita status may also be granted prior to retirement for those who served the University in an eligible administrative position for at least ten (10) years prior to retirement. Academic administrators who serve five years in an administrative capacity, and who resign such positions to return to the faculty position for at least another five (5) years are eligible for *emeritus/emmerita* status.

Persons who are awarded by the designation *Emeritus/Emerita* status will retain their rank at the time of retirement followed "*Emeritus/Emerita*." Persons who have been granted *emeritus/emmerita* status may be reappointed for part-time service after official retirement in accordance with LLU policies and regulations; however, the payroll title for such appointments will be appropriate to the service performed and will not include the term "*emeritus/emmerita*."

a. Privileges and Responsibilities

A person granted *emeritus* status may, in addition to the benefits and privileges of all retired faculty and staff members:

- (1) be listed separately in the school bulletin and/or University electronic directory, following the listing of the regular faculty and staff in those publications,
- (2) be invited to University functions in their area of interest;
- (3) be invited to attend faculty meetings and extended the privileges of the floor, but have no vote, all at the discretion of the dean of the school; and,
- (4) be granted the use of services and facilities, including the library, Drayson Center, mail, and parking privileges, in accordance with University rules.

In addition, *emeritus* members of the faculty and staff are expected to continue to assist LLU components in the areas of their competence when requested to do so, particularly in an advisory fashion. When so engaged, *emeritus* members will be provided office space and, where required, authorized to use laboratory facilities.

b. Procedures

Under normal circumstances recommendations for all *emeritus* titles will be made annually along with other recommendations for rank and tenure and should include a brief narrative summary of the individual's accomplishments and worthiness of this honor.

- (1) Unit/Department Head/Nominator: For faculty nominees, the Unit or Department Head prepares a letter of justification with supporting documentation. For senior administrators, the Unit/Nominator prepares the letter of justification with supporting documentation for review and forwards recommendation to University Officers.
- (2) School Rank & Tenure Committee: Review and forward recommendation to administrator/dean.
- (2) Officers/Administrator/Dean: Review and forward recommendation to the Provost / Office of University Academic Affairs.
- (3) University Rank & Tenure Committee: Review request to ensure uniform campus standards for extraordinary service are applied to each case. Advise the Provost / Office of University Academic Affairs.
- (4) Provost / Office of University Academic Affairs: Submit affirmative recommendations for the granting of *emeritus* status to the President.
- (5) President: Send his/her recommendation to the Board of Trustees for approval.
- (6) Board of Trustees: Send a letter to the individual confirming the designation of *emeritus* status.

2.4.0 Special recognition

2.4.1. Recognition at Commencement or Homecoming

Those honored at a conferral of degrees or homecoming event are limited in number in order to safeguard this recognition as being one of unusual distinction. Awards are identified in one of the following classifications.

a. University-Level Awards.

- (1) *Honorary Doctorate Degree*. (LLU) (Maximum of two per year). Presented to distinguished citizens and leaders in recognition of extraordinary achievement in such fields as science and technology, the arts and humanities, business and public service, or in recognition of outstanding contributions to the welfare and/or enrichment of the University, the state, the nation, or the world. Further, this honorary degree is awarded to bring recognition to the individual(s), to expose students and faculty

to distinguished citizens and leaders, and to make an institutional statement as to Loma Linda University's values. Two honorary doctorate degrees may be awarded – a Doctor of Humane Letters (L.H.D.) for excellence in scholarship and creative arts and a Doctor of Humanitarian Service (D.H.S.) for distinguished contribution to society.

- (2) *University Alumnus(na) of the Year Award.* (LLU) (Maximum of two per year). Presented to an alumnus(na) whose accomplishments exemplify the aims and aspirations of Loma Linda University. The individual must have been distinguished in humanitarian service or in academic pursuits including peer reviewed research and/or education and have maintained the mission, vision, and values of LLU. Names of School Alumnus(na) of the Year Award recipients will be presented to the President's Committee for the final selection of the University Alumnus(na) of the Year Award.

b. School Awards

- (1) *School of _____ Distinguished Service Award.* Presented to a faculty member, school administrator, or staff member selected for having made outstanding contributions to the academic pursuits of the School. A person honored is generally well known and recognized in the School in which he/she has served and has served the school with distinction for a minimum of ten years.
- (2) *School of _____ Alumnus(na) of the Year Award.* Presented to one alumnus(na) from the school whose accomplishments exemplify the aims and aspirations of the school and Loma Linda University. The individual must have been distinguished in humanitarian service or in academic pursuits including peer review research and/or education and have maintained spiritual commitment.
- (3) School awards will ordinarily be harmonious in shape and design.
- (4) Other school awards are given at commencement upon the approval of the President's Committee, but are smaller in size than the corresponding University awards.

c. Institution-Level Awards (LLUH)

- (1) *Lifetime Service Award (LLUH) (Maximum of one per year).* Presented to any institutional member including Board, administration, faculty, medical staff, general staff and volunteers who is selected for uniquely advancing and/or transforming the strategic direction of LLUH or its entities in education, research, services and/or philanthropy, locally and/or globally. The individual should have noteworthy institutional service of ten (10) or more years and be recognized both within and external to the

organization. This award is the most significant and unusual distinction given by LLUH.

- (2) *Distinguished Service Award (LLUH)* (Maximum of two per year). Presented to a faculty member, administrator, staff member or member of the Board of Trustees selected for having made outstanding contribution to LLUH in service areas. A person so honored is generally well known and recognized on campus and has served the University with distinction for a minimum of ten years.
- (3) *Distinguished Academic Award (LLUH)* (Maximum of two per year). Presented to a faculty member, administrator, clinician or staff member selected for having made outstanding contributions to Loma Linda University Health's academic mission. A person so honored is generally well known and recognized on campus and has served with distinction for a minimum of ten (10 years).
- (4) *Meritorious Service Award (LLUH)* (Maximum of two per year). Presented to a person or organization who/which has had no official connection with the LLUH entities but whose public attainments and commitment to excellence have contributed to mankind in a manner which is congruent with the mission of Loma Linda University Health.
- (5) *Distinguished Humanitarian Award (LLUH)* (Maximum of two per year). Presented to individuals or groups who have made outstanding financial contributions to LLUH and its various institutions and programs specifically relating to the academic, research and service pursuits of LLUH.
- (6) *Global Service Award (LLUH)* (Maximum of two per year). Presented to an individual or team whose commitment to global service exemplifies LLUH's worldwide mission through healthcare, education and/or research. Awarded to individuals or teams with a minimum of 10 years of service internationally within the Adventist system and/or through other nonprofit organizations, or a minimum of 10 years of service at Loma Linda with significant impact on behalf of the institution's global outreach and service.
- (7) *Community Engagement Award (LLUH)* (Maximum of two per year). Presented to an individual or organization whose commitment to local community through respectful and reciprocal engagement exemplifies LLUH's mission through practice, education, and/or research. Awarded to individuals or groups with a minimum of five (5) years of service within LLUH with significant impact on the local community through meaningful community partnerships, or a minimum of five (5) years of community engagement work with the Adventist system and/or through other nonprofit organizations.

- (8) *Distinguished Investigator Award* (LLUH) (Maximum of two per year). Presented to an individual whose commitment to research exemplifies LLUH's mission and whose work has had significant impact on the program at LLUH as well as for the larger national/international community. Awarded to a researcher with a minimum of ten (10) years of service as a researcher at LLUH, significant external research funding, scientific publications, citations in other publications, and research consistent with the mission of LLUH.

2.4.2. Recognition at Other Events

Other events at which persons may be recognized are:

- a. School award events may include chapels, dinners, convocations, homecoming, and special ceremonies. Those honored at such occasions are chosen according to the selection criteria established by the individual school and may include faculty, staff, students and alumni.
- b. Campus/Department Receptions, Luncheons, or Dinners. Those honored at such occasions are usually persons who are transferring or retiring from institutional employment after many years of service and/or whose contribution has been distinctive. Such occasions may also honor employees who have acquired specific years of service credit according to criteria established by Human Resources Management.

2.4.3 Forms of Recognition

- a. A plaque or printed certificate which is individualized in its wording.
- b. A plaque or printed certificate which is not individualized in its wording (e.g., honorary degree diploma).
- c. A bronze medallion attached to a ribbon, and if appropriate, accompanied by a citation.
- d. A bronze replica of the Good Samaritan statuary with a plaque affixed with individualized wording.
- e. An engraved crystal award with individualized wording.
- f. Other specialized award pieces.

2.4.4. Eligibility for Recognition

Persons who may be considered for special recognition at events listed in 2 are classified in at least one of the following categories:

- a. Faculty members who are granted emeritus status.

- b. Retired faculty members who are not granted emeritus status.
- c. Administrators and those who have held positions of recognized responsibility within the University for at least five years and a total of at least twenty years for the denomination.
- d. Faculty members and employees who have reached the time of retirement and whose contribution to the University has been distinctive.
- e. Faculty members and employees of limited service whose contribution to the University has been distinctive.
- f. A person whose beneficence or goodwill has been of major importance to the University.
- g. A distinguished person who has performed some outstanding service to the University or to its alumni.
- h. A person whose academic achievements bring distinction to himself and honor to his chosen profession. (Such a person is the recipient of the University Academic Recognition Key.)

2.4.5. Donor Recognition

Donors are recognized according to levels of giving by criteria established by the Advancement Office. This information may be found in the LLUH [Recognition](#) policy under Advancement.

2.4.6 Procedures

University administrators and School deans may make the appropriate nominations. Nominees are reviewed by the University officers. Following this review, by use of a ballot, the nominees are selected by the President's Committee.

University Awards' Procedures:

- a. Nominations are sought from LLU administrators, department heads, service line directors, senior faculty, alumni directors, researchers, and applicable oversight committees. Nominees are reviewed by the Awards Nominating Committee and recommendations are made to the President's Committee for approval. Nominations for the honorary doctorate degree receive final approval by the Board.
- b. Names of School Alumnus(na) of the Year Award recipients will be presented to the President's Committee for the final selection of the University Alumnus(na) of the Year Award.

- c. Campus officers, school deans and other school officers, academic department chairpersons or heads of service departments may approve persons to be recognized at events listed in 2 (Recognition at Other Events) where appropriate.
- d. The Office of Public Affairs arranges for the bronze, crystal, and statuary University awards and will assist in coordination of the school awards.
- e. The Office of Academic Publications prepares citations and/or certificates and will assist schools with these items as needed/requested.

2.5.0 Tenure

2.5.1 Definition

Tenure, a mutual obligation between the University and a full-time faculty member, is a recognition of achievement, expectation of continued professional growth, and evidence of commitment to the mission of the University. Tenure is a pledge of continuous academic appointment as defined by the sponsoring school or academic unit, subject to discontinuance for reasons stated in policy. (See Discontinuation of Faculty Appointment and Severance of University Employment in Section 2.5.8). An award of tenure indicates the faculty member has priority. An award of tenure indicates the faculty member has priority for retention in time of retrenchment but does not guarantee employment by a sponsoring school or academic unit of the University.

2.5.2 Objectives

- a. The purpose of tenure is to acknowledge a core of highly qualified faculty who maintain an appropriately high standard of achievement in their disciplines, as well as demonstrate a commitment and continued contribution to the mission of Loma Linda University. The award of tenure in a school or academic unit of the University recognizes outstanding professional growth by a faculty member during the prior period of University service (usually five to seven years). The period of service may be shorter for faculty with service to another institution.
- b. The availability of tenure in a school or academic unit of the University is designed to attract and retain faculty of the highest quality for the academic program of that school.

2.5.3 Eligibility Criteria

Full-time academic appointment, as defined in Faculty Appointments (full-time faculty who are employees of the University as designated by FT/U), is required for tenure. This does not include faculty who are employees of University-approved faculty employing corporations (FMG), faculty who are employees of the Loma Linda University Medical Center (MC), or the Behavioral Medical Center (BMC), or those who are designated as geographic full-time (GFT), part-time, or voluntary faculty (see Faculty Classification, Rank, Titles, Section 2.1).

- a. The faculty member must be in the regular academic track faculty (see Faculty Classification, Rank, Titles, Section 2.1) in the school of primary appointment which is designated as providing for the award of tenure. Each school has the right to limit the number of available tenured positions in a department based on the number of tenured positions it designates it can support in time of retrenchment. These tenured faculty may also hold research center appointments.
- b. The faculty member must have the rank of associate professor or above; however, promotion or appointment to associate professor or above does not include tenure automatically (See Faculty Promotion to a Higher Academic Rank and/or Change to Special Merit Rank Procedures in Section 2.3)
- c. Faculty having appointments in more than one school will be governed by the policy of the school of the primary appointment. This designation process does not award tenure or guarantee future award of tenure. A faculty member may hold tenure in only one school of the University.
- d. The award of tenure is not automatic for faculty transferring to Loma Linda University who have qualified for tenure at another institution. Prior to appointment, the University Rank and Tenure Committee may consider a request for tenure upon receiving a recommendation from the tenure committee and the dean of the school of primary appointment. In such an instance, the award of tenure will be conditional upon one year of demonstrated productivity and commitment to the mission of Loma Linda University. If questions arise regarding this demonstration, the questions will be adjudicated by the appropriate school's rank and tenure committee. In an exceptional case, when a prospective faculty has had tenure in another institution and has demonstrated a personal and professional commitment to the mission of Loma Linda University, tenure may be granted at the time of appointment.
- e. The faculty member must provide evidence of satisfactory contribution to teaching, research and service, as determined by the tenure committee of the sponsoring school or academic unit and of the University, with excellence in teaching or research and promise for continued professional growth and performance.
- f. The faculty member must provide a written commitment to the mission statement of the University. This commitment will be demonstrated through a sustained contribution to the University's mission, such as productive service to wholeness by fostering intellectual, physical, social and spiritual values, a contribution to the diversity and equality of people in the University and in the broader community, or fostering service to humanity through local or global outreach activities. Specific criteria for the above are provided by the tenure policy of the sponsoring school or academic unit of the primary appointment.

2.5.4 School/Academic Unit Responsibilities

- a. The supplemental policies of the school or academic unit shall state whether or not tenure is offered in that entity. If tenure is offered, the supplemental policy shall state clearly and publish for all faculty the following:
 - (1) availability and delineation of tenure and/or non-tenure tracks,
 - (2) eligibility criteria for achieving tenure,
 - (3) process for requesting tenure,
 - (4) tenure cycle within the school and the University,
 - (5) documentation essential to application for tenure,
 - (6) any limitations to tenure slots available within the school or academic unit,
 - (7) options for employment of faculty who are denied tenure,
 - (8) review of tenure,
 - (9) review of process.
- b. The school or academic unit offering tenure shall appoint a tenure committee, the members of which shall be faculty members with primary appointments in the school or academic unit who are preferably tenured faculty. It may also include faculty external to the school or academic unit. The tenure committee may be combined with the rank and promotion committee of the school, established as a subcommittee, or as a separate committee.
- c. The supplemental policies of the school or academic unit shall set forth the process by which it will determine if the faculty member applying for tenure meets the criteria. Transmission of a recommendation for tenure to the University Rank and Tenure Committee shall include a statement in writing summarizing the reasons for recommendation including the evidence that the applicant meets the criteria and the way in which the applicant meets the school's policy. A recommendation for tenure from a school does not need to be unanimous; the school may determine the level of agreement essential to its policy. The University's tenure cycle normally follows the deadline dates of applications to the school committee no later than November 1, to the University Committee no later than February 1, to the Board of Trustees no later than May, with the expected date of decision delivered no later than June 30.
- d. The school or academic unit must confirm in the application the funding base which, in times of retrenchment, supports its offer of tenure, e.g., an endowment available within a center of the school or academic unit or a designated portion of operating income.
- e. The policies of the school or academic unit may be more restrictive than specified in the University policy in this section but may not be more lenient. The University Rank and Tenure Committee will review of the tenure policies of the schools or academic units every five years to ascertain that their tenure fall within University tenure specifications.

2.5.5 Procedure to Initiate Tenure Policy

A request for tenure can be initiated by the faculty member or the faculty member's immediate superior (e.g. department chair) who forwards the application to the office of the dean. That office checks to ascertain that the application is complete, and forwards it to the rank and tenure committee or the equivalent committee of that school or academic unit for its November meeting. It should then be considered at the next meeting of that committee.

- a. If the tenure committee or equivalent committee of that school does not recommend award of tenure, the faculty member must be provided with a written explanation detailing the reason or reasons that caused tenure to be withheld. If such an explanation is not provided, the request of the faculty member for tenure must be transmitted to the dean of the school for consideration and response.
- b. A recommendation for award of tenure by the tenure committee or equivalent committee of the school is forwarded to the dean, then to the president, for review by the University Rank and Tenure Committee. If approved, it is processed through the February President's Committee to the May Board of Trustees meeting. Review and approval or disapproval occurs at each administrative level, and a decision must be stated within nine months following consideration by the school's rank and tenure committee or equivalent committee. Disagreement at any administrative level with the committee's recommendation for tenure must be followed by a written statement to the chair of the rank and tenure committee or its equivalent committee. The decision of the Board of Trustees to award or not to award tenure is communicated to the faculty member by the president.
- c. The award of tenure may or may not accompany promotion to Associate or Full Professor. A request for tenure is a separate consideration from that of promotion. Upon initial appointment or promotion, the faculty member shall be notified in writing by the president of the University specifying if the appointment is renewable or tenure-track.
 - (1) A request for tenure is initiated by the faculty member or the faculty member's immediate superior (e.g. department chair) who forwards the application to the office of the dean. That office checks to ascertain that the application is complete, and forwards it to the rank and tenure committee or the equivalent committee of that school or academic unit for its November meeting. It should then be considered at the next meeting of that committee.
 - (2) If the tenure committee or equivalent committee of that school does not recommend award of tenure, the faculty member must be provided with a written explanation detailing the reason or reasons that caused tenure to be withheld. If such an explanation is not provided, the request of the

faculty member for tenure must be transmitted to the dean of the school for consideration and response.

- (3) A recommendation for award of tenure by the tenure committee or equivalent committee of the school is forwarded to the dean, then to the president, for review by the University Rank and Tenure Committee. If approved, it is processed through the February President's Committee to the May Board of Trustees meeting. Review and approval or disapproval occurs at each administrative level, and a decision must be stated within nine months following consideration by the school's rank and tenure committee or equivalent committee. Disagreement at any administrative level with the committee's recommendation for tenure must be followed by a written statement to the chair of the rank and tenure committee or its equivalent committee. The decision of the Board of Trustees to award or not to award tenure is communicated to the faculty member by the president.
- (4) The award of tenure may or may not accompany promotion to Associate or Full Professor. A request for tenure is a separate consideration from that of promotion. Upon initial appointment or promotion, the faculty member shall be notified in writing by the president of the University specifying if the appointment is renewable or tenure-track.

2.5.6 Review of Tenured Faculty

- a. The continuous academic appointment provided by the award of tenure carries with it the expectation of continued professional growth and development of the faculty member for the duration of their academic career, as demonstrated by appropriate review of the faculty member's academic activity.
- b. Tenured faculty are provided with annual reviews of their academic functions. Criteria and procedures for this evaluation are provided by the school of their primary appointment. The results of this evaluation provides assistance to the department chair in commending and counseling tenured faculty regarding their continued professional growth and development as well as assessing merit salary increases. If a tenured faculty member's annual evaluation shows a substantial decline in compliance with the requirements for appointment of tenured faculty, or a failure to give evidence of continued support of the mission of the University, the department chair and/or dean may recommend review for possible discontinuation of tenure.
- c. At five-year intervals a cumulative assessment of the professional growth and development of the tenured faculty member will be made according to school policy to ensure that he/she continues to meet the tenure requirements recognized at the time tenure was originally awarded. Criteria and procedures for this cumulative assessment are provided by the school of primary appointment. The dean of the school will notify the faculty member of the results of the cumulative assessment. If a tenured faculty member's five-year

evaluation does not demonstrate continued cumulative compliance with the requirements for appointment of tenured faculty, the department chair and/or dean may recommend discontinuation of tenure.

- d. The school of primary appointment is responsible for providing detailed procedures relating to assessments of performance by tenured faculty and shall publish the same in their school-specific supplementary policy.
- e. Implementation: Faculty awarded tenure prior to the approval of the previous policy by the Board of Trustees (1998) will be reviewed under the policy in effect at the time of award of tenure to them.

2.5.7 Discontinuation of Tenure

- a. Tenure can be discontinued for failure of the faculty member to perform their assigned academic functions, as documented by the processes for review of tenured faculty, or failure to give evidence of continued support of the mission of the University, or loss of funding base. The dean of the school provides the appropriate documentation to the tenure committee of the school or to an equivalent school committee or to a subcommittee of peers selected according to the school-specific policy on discontinuation of tenure, for review and recommendation regarding possible discontinuation of the faculty member's tenure (see Section 2.5.8).
- b. Tenure can be discontinued for the reasons of a disciplinary action against a faculty member (see Section 2.5.8).
- c. Tenure will be discontinued if a faculty member changes to an ineligible status, i.e., from full-time to part-time, to an ineligible academic track, or appointment to a school that by policy does not offer tenure. Tenure will continue during family and medical leave (as specified in [Paid Leave and Sick Leave Provisions for Exempt \(Salaried\) Staff Employees](#)); for parental leave, it may extend for a maximum of two years of part-time employment.
- d. Tenure ceases when a faculty member voluntarily takes a leave of absence without University salary and there is written evidence that they are not obliged to return to University employment ([Professional Leaves](#)).
- e. The recommendation to discontinue tenure is initiated by the dean, forwarded to the president and finally acted on by the Board of Trustees. If the reason for discontinuation of tenure arises from application of the policy of the school on review of tenured faculty, the dean will act on a recommendation from the tenure committee of the school (or equivalent).

2.5.8 Discontinuation of tenured faculty appointment and employment procedure:

- a. The Rank and Tenure Committee of the school or an equivalent committee or subcommittee of peers selected according to the school-specific policy on discontinuation of tenure recommends discontinuation of the tenure of the faculty member to the dean, with documentation justifying the action.
- b. The dean recommends to the president of the University the specific faculty appointment to be discontinued, with documentation justifying the action.
- c. The president either (a) rejects the termination or (b) concurs and sends to the faculty member by certified mail notification of the University's action and the reason for it, which shall be sent no less than one hundred eighty (180) days prior to the proposed termination date. In the same letter, the faculty member is notified of the grievance procedure through which the faculty member may contest the termination.
- d. While the period of notification commences with the mailing of the notice from the president, the discontinuation is not effective unless it is confirmed by the Board of Trustees.
- e. Unless the grievance committee determines that delay in the procedure has been substantially caused by the faculty member, salary and benefits shall continue for the faculty member until the grievance procedure is completed or terminated by the faculty member.
- f. The Board of Trustees may adjust the terms of this section in the event of declared fiscal exigency of the University, catastrophic emergency, or national financial collapse.
- g. The faculty member receiving a discontinuation notice is obligated to fulfill the terms of the current appointment. This does not prevent mutual agreements for earlier termination and a negotiated modification of the severance pay schedule where applicable.
- h. The position of a full-time faculty member employed by the University (FT/U) for five years or more discontinued pursuant to this section may not be filled by a replacement within two years unless the released faculty member has been offered the reappointment with employment and allowed thirty (30) days to accept or decline it.
- i. The grievance procedure is available for faculty who wish to contest their discontinuance.

2.5.9 Appeal

A faculty member may appeal the decision made by the tenure committee of the school or by any administrative officer by submitting a written request, with accompanying documentation, to the University Rank and Tenure Committee. In the event that the appeal is regarding an action of the University Rank and Tenure Committee, the appeal will be to the provost to ascertain whether the process occurred according to University policy. No further appeal is available.

2.5.10 Relationship of Administrative Appointment to Tenure

A tenured faculty member who accepts a full-time administrative position in the University normally retains tenure in that school. Subsequently upon leaving the administrative position, he/she would normally return to a position similar to that originally held. If tenure is not to be retained, it must be clarified in writing when the administrative position is offered. No tenure is available for an administrative position.

2.6.0 Discontinuation of faculty appointment and severance of University employment

2.6.1 The purpose of this policy is to outline the discontinuance of faculty appointments, management of these appointments including subsequent severance pay. A faculty appointment may be discontinued for the following reasons:

2.6.2 Retirement

A full-time faculty member should notify the dean of their school or entity regarding the faculty appointment six (6) months prior to planned retirement. Additionally, they should follow the retirement procedures of their school regarding notification as specified by the employing entity. Information regarding retirement plans may be obtained from the personnel office of the employing entity.

2.6.3 Resignation

A full-time faculty member should notify the dean of their school or entity as soon as possible regarding resignation from their faculty appointment. Terms of resignation are set by the employing entity; information regarding these may be obtained from the personnel office of the employing entity.

2.6.4 Nonrenewal of a fixed-term faculty member by the University shall be as follows:

- a. Three-month notice is necessary to any *full-time* faculty member whose appointment is not to be renewed at the end of an initial one-year appointment. No other action is necessary on the part of the University.
- b. If the faculty member employed by the University has an appointment for more than one year, and has been employed continuously as a faculty for more than one year, the University must give a minimum of six (6) months-notice prior to the date of nonrenewal. While the period of notification commences with the

mailing of the notice from the president, the nonrenewal of the faculty appointment is not effective until it is confirmed by vote of the Board of Trustees.

- c. In the case of all other faculty (e.g. voluntary, part-time), no advance notice is necessary for nonrenewal of a faculty appointment.

2.6.5 Termination of full-time faculty appointment employed by the University (FT/U) with or without cause

- a. The faculty appointment of any faculty member, whether tenured or nontenured, may be discontinued under the following circumstances:
 - (1) Substantive curricular changes, reduced enrollments, financial constraints resulting in a reallocation or redirection of resources, or reduction in academic offerings resulting in no further need for the faculty member's services.
 - (2) Physical or mental inability to perform faculty functions (see *Faculty Handbook*, Chapter 3: Faculty Functions and Responsibilities) for a period of more than 120 days.
 - (3) As a disciplinary action against a faculty member (see Discipline and Dismissal Policy in Section 2.7).
 - (4) Fiscal exigency declared by the Board of Trustees.
 - (5) Closure of the University, a school, or a department.
- b. Termination of full-time faculty appointment employment by the University (FT/U) for cause (Section 2.6).

2.6.6. Termination of administrative appointment

Administrative appointees, such as University officers and deans, serve at the pleasure of the Board of Trustees, and such appointments may be discontinued at any time with or without cause. Department chairs, program directors, associate and assistant deans serve at the pleasure and sole discretion of the Board of Trustees and may be discontinued, with or without cause, upon the recommendation of the dean of the school in which the administrative appointments are held and the recommendation of the president. Under these circumstances, the supervising administrator would request a formal resignation before the recommendation for discontinuation is processed.

2.6.7. Severance pay for termination, tenured and non-tenured full-time faculty employed by Loma Linda University (FT/U).

- a. Severance pay is limited to full-time faculty employed by Loma Linda University (FT/U) and is not available to individuals holding faculty appointments but receiving salary from other sources.
- b. Severance pay is limited to faculty members whose appointments are discontinued.
- c. Severance pay is calculated according to Step A of the salary rate for their professional rank at the time of discontinuation only and does not include benefits paid by the employee or on behalf of the employee other than taxes and other amounts required by law to be withheld by the employer.
- d. Severance pay is determined as follows:

(1) Tenured faculty:

- (a) Those employed for more than two (2) years will receive six (6) months' salary paid in biweekly installments. The severance pay shall commence in the first pay period following the date of discontinuation, or in the first pay period after the last payment of a late discontinuation settlement, if any.
- (b) In addition, tenured faculty who are discontinued will receive additional severance pay for a period based upon the length of service employment by the University. The additional severance pay will start after the severance pay has been paid except as specified in 2.6.7, and will continue for a period based upon the following table:

Length of employment by the University	Additional severance pay
3 - 5 years	1 month
Greater than 5 years, less than 10 years	2 months
Greater than 10 years, less than 15 years	3 months
Greater than 15 years, less than 20 years	4 months
Greater than 20 years, less than 25 years	5 months
Greater than 25 years	6 months

No employee shall receive more than one (1) year's total of severance pay.

(2) Nontenured, full-time faculty [FT/U]:

- (a) employment by the University will receive severance pay at a rate based upon the years of employment by the University. This pay will be paid monthly for a period based upon the following table:

Length of employment by the University	Additional severance pay
5 - 6 full years	1 month
7 - 8 full years	2 months
9 - 10 full years	3 months
11 - 12 full years	4 months
13 - 14 full years	5 months

- (b) Those with fifteen (15) years of continuous full-time employment by the University or twenty-five (25) years full-time total employment by organizations listed in the *Seventh-day Adventist Church Yearbook* other than the University, including five (5) years of full-time employment by the University will receive six (6) months' salary paid in biweekly installments. The severance pay shall commence in the first pay period following the date of discontinuation, or in the first pay period after the last payment of a late discontinuation settlement, if any.
 - (c) No severance pay shall be paid to tenured faculty with less than one year of full-time employment by the University, or nontenured full-time faculty with less than five years of continuous full-time employment by the University, or if the discontinuance is due to a declaration of fiscal exigency, a closure of the University, or the school where the faculty member held primary appointment, or if the faculty member is dismissed pursuant to the discipline and dismissal policy in Section 2.7.
 - (d) If a discontinued faculty member receiving severance pay accepts employment or other remunerative relationship(s) at an equal or greater salary than was received in the former University position, the University shall not continue the severance pay.
 - (e) If a discontinued faculty member is employed by an organization listed in the *Seventh-day Adventist Church Yearbook*, the service for which severance pay was received is not counted as active service time for purposes of future severance pay and benefits.
- e. A full-time faculty member [FT/U] is entitled to one day of pay for each day that the University is late in giving notification as required by section 5 and section 4. Salary will continue after discontinuation or nonrenewal for a period equal to the time that notice was late. No other payment or penalty for late notification shall be paid. Severance pay, if any, commences to be paid in the next pay period after the last late notification settlement payment is received.

- f. Whenever the term “notice” is used in this termination of faculty appointment and severance of employment policy, it shall refer to a written notification which shall be effective when it is personally delivered or five calendar days after mailing by certified mail.

2.7.0 Discipline and dismissal policy

The most desirable concepts of discipline are those exercised by each faculty member and administrator in regulating his/her own life and performance to high standards of ethics, professionalism, and considerate concern for those under his/her care. Each person placed under faculty appointment accepts this responsibility for personal discipline. Where this principle governs faculty behavior, most problems will not arise that are covered by the more punitive concepts of discipline described in this policy.

The discipline and dismissal policy stated here applies to all individuals who have a faculty appointment with the University.

2.7.1 Conducts that violate the University’s expectation for faculty and employees.

- a. Refusal or neglect of responsibility, failure, or refusal to remediate documented unsatisfactory performance.
- b. Professional incompetence or unethical professional practice.
- c. Personal dishonesty, criminal conduct, or engaging in slanderous or libelous activity.
- d. Indifference to student, patient, or client welfare.
- e. Personal conduct which is incompatible with the standards of morality of the Seventh-day Adventist church.
- f. Substantial misrepresentation by a faculty member of his/her professional qualifications, responsibilities, and duties at Loma Linda University.
- g. Overt disharmony, subversion, or demonstrated disrespect of the philosophy, objectives, and policies of the University and the teachings of the Seventh-day Adventist church.
- h. Conduct outside of established governance or grievance procedures that causes or contributes to a major disruption in a program, department, school, or the University.
- i. A breach of confidentiality as required by law or University policy concerning faculty, staff, student, or patient records or data, research data, or University procedures in which the participants are promised confidentiality.
- j. Violation of the following policies:

- (1) Academic Freedom (section 3.1)
- (2) Academic Responsibility (section 3.2)
- (3) [Corporate Compliance Program](#)
- (4) [Non-Discrimination and Affirmative Action](#)
- (5) Use of alcohol, controlled substances, and tobacco
- (6) [Conflict of interest](#)
- (7) [Drug-Free Worksite](#)
- (8) Copying and off-air recording
- (9) [Facility Access Control](#)
- (10) [Facility Usage](#)
- (11) Research involving humans
- (12) Research involving animals
- (13) Research involving radioactive materials
- (14) Research misconduct
- (15) Sexual conduct
- (16) Sexual harassment
- (17) [University Information Systems](#)
- (18) Use of University name

- k. Those which the hearing committee (see Faculty Grievance Policy, in Section 2.8) confirms are good and just causes for discipline and dismissal.

- 2.7.2 Disciplinary actions up to dismissal (which is defined as termination of any faculty appointment and termination of employment for those faculty employed by the University [FT/U]) may include counseling as appropriate, verbal, and written warnings, written censure and a specified period of probation.

If, in the judgment of the dean of the school and/or the president, the continued activity of a faculty member is considered undesirable, he/she may be suspended from his/her University duties pending a hearing and the final decision of the Board of Trustees. Such interim suspension is without loss of salary until a final disposition is made by the Board of Trustees.

Discipline may be initiated, depending on the circumstances, by a department chair, dean of school or his or her designee, or the president or his or her designee. Advice or counsel may be sought by the administrator from a standing or ad hoc committee of the school.

The faculty member must be notified in writing by the initiator of the discipline proposed and given specific reasons for such action. He/she will be allowed to respond orally or in writing to the administrator responsible for the action. Disciplinary action may be challenged by the faculty member through the grievance process.

- 2.7.3 Procedure for dismissal of faculty:

- a. Recommendations for dismissal must include specific reasons for such action and may be presented by the department chair, the dean, the provost, the vice president for clinical faculty, or the president of the University.
- b. The dean will initiate the process by calling an informal meeting of the dean, the person providing the documentation, the faculty member subject to dismissal, and one other faculty member of the same school (not holding an administrative appointment) who may be selected by the faculty member who is subject to dismissal.

The purpose of the informal meeting is to verify, explain or deny the charge(s) and to either resolve the charge(s) by mutual agreement or result in the dean's finding that the charge(s) lack support, or that the charge(s) are supported.

The informal meeting will usually be held within ten working days of receipt of documentation of cause for dismissal.

- c. If the informal meeting fails to provide resolution, the dean submits the recommendation for dismissal to the president. The president will call a predissmissal hearing usually within ten (10) working days and provide supporting documentation to a hearing committee as detailed under Faculty Grievance in Section 2.8. The predissmissal hearing will usually be held within ten (10) working days of receipt of the recommendation for dismissal by the president and will follow the same procedures as outlined under the Faculty Grievance Policy.
- d. After reviewing the supporting documentation, the predissmissal hearing committee may recommend dismissal, discipline, or withdrawal of the dismissal recommendation by the administrator. In the event of disagreement within the predissmissal hearing committee, both majority and minority rationales and recommendations may be submitted. The rationale(s) and recommendation(s) of the predissmissal hearing committee is/are reviewed by the president, ordinarily within ten (10) working days of receipt of the recommendation.

If the recommendation of the predissmissal hearing committee is for dismissal and the president finds the charge(s) supported, he or she shall send a written notice of recommendation to dismiss to the faculty member, effective as of the next regularly scheduled meeting of the Board or Executive Committee of the Board ("Board"). The faculty member shall be suspended from faculty duties until the case has been reviewed and acted upon by the Board. Income provided from the University to the faculty member will continue until Board action is completed.

If the recommendation of the predissmissal hearing committee is for discipline or withdrawal of the administrator's dismissal recommendation, the president and administrator may still determine that the charge(s) warrant dismissal. In this event, the president will provide the predissmissal hearing committee with a written statement of his/her rationale for proceeding with the dismissal contrary

to the recommendation of the committee. The president will ordinarily allow 10 working days for the predissmissal hearing committee to respond to his/her rationale for dismissal before sending a written notice of recommendation to dismiss to the faculty member, effective as of the next regularly scheduled meeting of the Board. The faculty member shall be suspended from faculty duties until the case has been reviewed and acted upon by the Board. Income provided from the University to the faculty member will continue until Board action is completed.

Irrespective of whether the final recommendations of the hearing committee and the president are in concurrence regarding dismissal of the faculty member, the written rationales and recommendations of both the predissmissal hearing committee and the president will be presented to the Board for final action. The Board also may invite the faculty member under review and/or the chair and/or some other member of the hearing committee to make oral presentation(s) to the full Board or to an ad hoc subcommittee of the Board. The faculty member under review may also make a written appeal to the Board (see 2.8.11).

If the predissmissal hearing committee recommends discipline rather than dismissal and the president concurs, discipline will be assigned by the administrator who recommended dismissal, in consultation with the president. The faculty member may grieve the administratively assigned discipline. In this event, the predissmissal hearing committee would usually also serve as the grievance hearing committee. The written rationales and recommendations of both the grievance hearing committee and the president will be presented to the Board if final action by the Board is required.

If the predissmissal hearing committee recommends withdrawal of the dismissal recommendation by the administrator and the president concurs, the process terminates. If the faculty member disputes the decision of the Board about his/her dismissal or discipline, the sole procedure for formally resolving such disputes shall be binding arbitration (see Legal Recourse below).

2.7.4 Burden of persuasion

The burden of persuading the predissmissal hearing committee that the proposed dismissal is proper rests upon the University and shall be satisfied only by substantial evidence.

2.7.5 Faculty who are dismissed under this policy are not eligible for severance pay.

2.8.0 Faculty Grievance

2.8.1 Definition.

As a Christian institution, Loma Linda University is committed to internal resolution of disputes between faculty and administration. A faculty member should initiate the University's grievance procedure for any employment-related event, condition, rule or

practice involving the University which the faculty member believes to be improper or in conflict with the faculty member's civil rights.

This procedure covers the full range of employment disputes, including those based on state and federal civil rights' laws, other state and federal statutes, torts and public policies, and those involving terminations.

The purpose of the process, however, is not to review such operating decisions as the opening and closing of a school or program, adoption or modification of an academic curriculum, adoption or modification of University policies and practices, which are the proper subject of University governance procedures, or the review of administrative appointments or termination thereof, which appointments are made at the sole discretion of the Board of Trustees and administration. As used in this procedure, the term "University" includes all of its schools, related entities, faculty, employees, representatives, agents, trustees, as well as their successors and assigns.

2.8.2 Institution of proceedings and definitions

- a. For full-time or part-time faculty employed by the University.

When reason arises for a full-time or part-time faculty member employed by the University, to question whether institutional error has occurred, regarding or relating to that faculty member's appointment or employment by the University, the aggrieved faculty member must file a grievance proceeding if he/she wants the alleged error redressed.

- b. For full-time or part-time faculty not employed by the University.

In some cases a faculty member, such as a geographic full-time faculty member, may hold a faculty appointment with the University while he/she is employed and compensated pursuant to a contract or employee relationship with another organization. When reason arises for such a faculty member (not employed by the University) to question whether institutional error has occurred, or is about to occur, regarding or relating to that faculty member's appointment by the University, the aggrieved faculty member must file a grievance proceeding under this University grievance policy if he/she wants the alleged error redressed. However, any issues relating specifically to the terms and conditions of his/her employment must be addressed through the procedures of the employing organization(s), and may not be addressed pursuant to this policy. In the event that there are issues that relate to both the University and the employing organization, they shall be addressed pursuant to this University grievance policy and the employing organization shall have the right to participate as a party.

- c. For faculty employed by the University, who hold administrative positions in the University.

Faculty members, employed by the University, who hold administrative positions and thus serve in those positions at the pleasure of the Board of Trustees, president, or dean are specifically precluded from using the grievance process for changes in such administrative duties; however, changes in their faculty appointments or relating to their employment are covered by this policy.

- d. For faculty not employed by the University, but who hold administrative positions in the University.

Faculty members, not employed by the University, who hold administrative positions and thus serve in those positions at the pleasure of the Board of Trustees, president, or dean are specifically precluded from using the grievance process for changes in such administrative duties; however, changes in their faculty appointments (but not relating to their employment) are covered by this policy. Any issues relating to the terms and conditions of their employment must be addressed through the procedures of the employing organization(s), and may not be addressed pursuant to this policy.

2.8.3 Filing the letter of intent

In order to begin the process that eventually leads to a formal grievance hearing before a group of faculty peers, the faculty member must first file a letter informing the president or designee, with a copy to the dean or the appropriate administrator, of his/her intention to initiate the grievance process. The letter of intent must state the problem at issue, the error believed to have occurred, efforts made to resolve the conflict, and the lowest-ranking administrative officer able to resolve the problem. To be timely, the letter of intent must be filed no later than 150 days from the date the action alleged to be an institutional error was communicated to the grievant except as extensions may be provided under the provisions of section 2.8.6.

2.8.4 Resolving the grievance prior to a grievance hearing

During the period between the filing of the letter of intent and the formal filing of the grievance, the grievant may choose a faculty member to be his/her advisor throughout the rest of the process. Members of the UFC are not eligible to serve as faculty advisors. All communication with administration, however, must be by the grievant.

Both the administration and the grievant are encouraged to mediate the grievance at this stage. This mediation, looking toward resolution, shall begin with the lowest-ranking administrative officer and shall proceed successively as needed to higher levels. If requested by the involved parties, the president or designee shall appoint a mediator acceptable to both parties who is a faculty member of the University. Mediation shall consist of informal discussions between the administrator(s), the party, and the mediator with the goal of resolving the grievance. No records shall be kept of the discussion during mediation. If the grievance is resolved to the satisfaction of the grievant through mediation, the grievant and the administration shall report this fact in writing to the president or designee, thus terminating the intent to file a formal grievance and resolving the grievance.

If mediation has not led to resolution within a 45-day period after filing the letter of intent, the grievant shall file the formal grievance with the president or designee.

2.8.5 Initiating the grievance hearing

Formal proceedings for faculty grievance shall commence with the filing of a "Statement of Grievance." A full-time faculty member, as defined in 2.1.1 of the *Faculty Handbook*, must file the grievance by submitting it in writing within 45 days of the submission of the letter of intent. The grievance shall be submitted to the president or designee who shall maintain the grievance records in a confidential and secure manner. If the aggrieved faculty member is unable to file the formal grievance within 45 days of filing the letter of intent, the faculty member may request, in writing before the expiration of the 45-day period, a continuance of the filing date for an additional 30 days in the case of illness as documented to the president or designee.

The statement of grievance shall specifically state the problem at issue, the error believed to have occurred, the reasons for believing so, the relief to which the grievant claims to be entitled, and the lowest-ranking administrative officer able to resolve the problem. The written statement shall contain any factual or other data the grievant deems pertinent to his/her case. All further discussions in the grievance process will relate to this statement. Amendments to this statement may only be made with the permission of a simple majority of the grievance hearing committee.

In preparing the statement of grievance, the grievant may find it useful to consult such sources as the following:

The University *Faculty and Administrative Handbooks*
Letters of appointment
Correspondence

Two or more persons with essentially the same grievance may file a single grievance. If an individual files a grievance, and it is later discovered that one or more others are similarly affected, the others may ask to join the original grievant at any stage of the grievance procedure. The faculty grievance panel may also combine the grievances of two or more persons into a single grievance with the assent of the grievants, if the panel finds that the grievances can be combined without prejudice to the rights of any of the grievants.

The president or designee shall forward the grievance to the chair of the faculty grievance panel, indicating that mediation has not been successful and requesting that a grievance hearing be held, that a hearing committee be formed, and that the hearing commence within 30 days.

2.8.6 The grievance panels: make-up and appointment

Two grievance panels exist as follows: faculty grievance panel for all faculty except the School of Medicine clinical faculty and the School of Medicine clinical faculty grievance panel. The two panels are described below.

- a. The faculty grievance panel is a standing University body. Its membership is made up of at least 28 full-time faculty members of assistant professor rank or higher with a minimum of five years of full-time faculty experience at the University. It shall have at least three representatives each from the School of Allied Health Professions, School of Behavioral Health, School of Dentistry, School of Medicine, School of Nursing, School of Pharmacy, School of Public Health, School of Religion, two representatives each from the faculty of the library, and six members-at-large chosen from the faculty of the University. An individual otherwise qualified to serve on the faculty grievance panel shall not be disqualified from serving because he/she is a department chair or section chief.

The University Faculty Council (UFC) shall nominate at least two eligible faculty for each vacant position and the president will appoint the faculty grievance panel from among these nominations. Nominations and appointments shall be at annual intervals for a three-year term with approximately one-third of the members replaced each year. However, the panel members shall continue to serve until their successors have been appointed. The President's Committee will select a slate of three names from the faculty grievance panel to serve as chair of the panel, from which the president selects the individual whom he/she appoints as chair. The chair will not be eligible to serve on a grievance hearing committee.

- b. The School of Medicine clinical faculty grievance panel is a standing University body. Its membership is made up of at least 21 full-time clinical faculty members of assistant professor rank or higher with a minimum of five years of full-time faculty experience at the University. It shall have at least three representatives from clinical faculty who hold full-time appointments at the Jerry L. Pettis Memorial Veterans Hospital. This panel shall hear grievances brought by full-time or geographic full-time clinical faculty members of the School of Medicine who are employed by organizations/groups other than Loma Linda University.

Nominees (two for each vacant position) on the clinical faculty grievance panel shall be made by the Clinical Science Faculty Advisory Council; the president, in collaboration with the vice president for clinical faculty and the dean of the School of Medicine, will appoint the faculty grievance panel from these nominations. Nominations and appointments shall be at annual intervals for a three-year term with approximately one-third of the members replaced each year. However, the panel members shall continue to serve until their successors have been appointed. The President's Committee will select a slate of three names from the clinical faculty grievance panel to serve as chair of the panel, from which the president selects the individual whom he/she appoints as chair. The chair will not be eligible to serve on a grievance hearing committee.

- c. The grievant may petition the appropriate grievance panel to extend the time limit allowed for filing a letter of intent for a maximum of thirty (30) additional days. Should a two-thirds majority of the grievance panel consider the petition to have merit, the chair will communicate their rationale to the president who will, within ten (10) working days, determine whether the extension shall be granted. The decision of the president shall be final.

The chair of the grievance panel shall be responsible for the education of the members of the grievance panel and the grievant about the grievance process.

2.8.7 The hearing committee

A grievance hearing committee consists of five members selected from the grievance panel. After receiving a request for grievance, the president or designee, in consultation with the grievant, and the chair of the grievance panel, shall set the time and place of the hearing, giving at least 30 days' notice to the involved parties and the committee members. The president or designee shall send the grievant a list of a minimum of 10 committee members selected by the grievance panel chair on the basis of lack of conflict of interest and availability to serve on the hearing committee. If possible, at least 2 of the 10 members shall have had prior service on a hearing board and, where possible, 2 shall be from the school where the grievant has a primary faculty appointment. No faculty member may serve on the hearing committee who is in conflict of interest as asserted by any involved party and as determined by the majority vote of the president or designee, the chair of the UFC, and either the chair of the University grievance panel or the chair of the School of Medicine clinical faculty grievance panel. Examples of committee members who would be in conflict of interest would include those with prior involvement in formal decision making related to the issues of the grievance, personal relationship with the grievant or involved administrators (including being from the same department or being directly related to any of the involved parties), or having a financial relationship with any of the involved parties.

The grievant shall designate 3 preferred members, one of which must have a primary appointment in the same school as the grievant's primary appointment. The president or designee shall select 2 from the remaining members and wherever possible 1 of these shall have a primary appointment in the same school as the grievant. The hearing committee chair shall be appointed by the chair of the faculty grievance panel.

If a grievant fails to designate, in part or whole, his/her selections for the grievance hearing committee within 14 days, the chair of the relevant grievance panel shall appoint from among the 10 persons submitted to the grievant sufficient persons to constitute a hearing committee of 5 members. The chair of the hearing committee shall be appointed by the chair of the relevant grievance panel. If any person designated for appointment to a hearing committee by a grievant is unavailable or unwilling to serve, the chair of the relevant grievance panel, in consultation with the grievant, shall designate one of the remaining grievance panel members who does not have a conflict of interest to serve. Again, in this selection process, wherever possible, 2 of the 5 members shall hold primary appointments in the same school as the grievant. Service as a mediator or member of a grievance hearing committee is within the course and scope of the employment of the

participating faculty member for the purposes of the indemnification provision of Article XIII of the University's corporate bylaws.

2.8.8 Burden of persuasion

The burden of persuading the hearing committee that the actions or inactions of the University were not proper rests upon the grievant and shall be satisfied only by clear and convincing evidence that the institution was in error.

2.8.9 Order of hearing

The grievant and the involved administrator(s) shall each submit a list of witnesses to the hearing committee chair at least seven working days prior to the hearing. The chair shall send a description of the order of the hearing to both the grievant and administrator three working days before the hearing to assist them in preparation.

2.8.10 Hearing procedure

It is the responsibility of the hearing committee chair to have a recording of the hearing made and kept securely. Should the grievant or the administration wish to have a certified shorthand reporter present, the party requesting the reporter will be solely responsible for the expenses associated with such service and shall provide the other parties with a certified copy of the transcript. The hearing committee chair will be responsible to keep the resulting record secure. During the hearing process, the hearing record is to be made available upon request only to the hearing committee, the involved administrator, and the grievant. The chair of the hearing committee shall have sole discretion for determining all procedural issues not specifically discussed herein.

Subsequent to the completion of the grievance process, the faculty member or administrator may request a recording of the hearing phase but not of the deliberation phase of the grievance process. The grievant, his/her advisor, and the involved administrator(s) shall have the opportunity to be present and participate during all argument and presentation of evidence. Each party shall have the right to confront and question the witnesses of the other. Witnesses are to be present only when testifying or responding to questions. Technical rules of evidence are not applicable. However, the grievant and the involved administrator(s) may submit oral, written, or documentary evidence or argument, and may inspect written and documentary evidence offered by either party.

The faculty member may make an opening statement followed by an opening statement by the administration. The chair of the hearing committee shall set the order of the presentation of evidence and, upon notifying all parties, may exclude irrelevant or unduly repetitious evidence or argument and at all times shall have final authority to conduct the hearing. The grievant and administration shall each have four hours to present their arguments and question witnesses. If possible, the hearing should be completed in one day. These times may be extended at the sole discretion of a two-thirds majority of the hearing committee. At the conclusion of the hearing, the grievant, followed by the involved administrator, shall be accorded time for a summation.

Cancellation of scheduled hearings shall be available only upon documentation of hardship.

Although either party may consult an attorney outside of the grievance process, attorneys are not permitted to be present at the hearing, to submit written arguments, or to intervene in the process in any manner. Violation of this policy, at the discretion of the hearing committee, may result in termination of the hearings and referral of this information to the president for further processing.

The hearing committee shall cooperate to help the grievant obtain relevant, non-proprietary, non-privileged evidence which the committee considers pertinent, or witnesses which the committee considers germane, but the University has no obligation to incur expenses for this purpose. It is the role and duty of witnesses to testify to the relevant facts which are true of their personal knowledge. All witnesses shall be protected against retaliation for their truthful testimony and persons interfering with and retaliating against any witnesses shall be subject to University discipline.

The hearing committee ordinarily shall complete its hearing within ninety (90) days of the date the hearing is requested by the grievant. There shall be no disclosure by the hearing committee or any of its members of the evidence received during the hearing, nor of the deliberations of the hearing committee except as provided in the next paragraph.

2.8.11 Findings, recommendations, and decision

At the conclusion of the hearing, the hearing committee shall deliberate privately to reach its findings. As promptly as is consistent with due deliberation, and normally within fourteen (14) days, the hearing committee shall submit its findings in writing. The findings of fact by the hearing committee and the decision by the president shall be based solely on evidence in the hearing record which is given probative weight by individuals of reasonable intelligence in the course of everyday affairs, and shall be directed to the grounds for grievance as defined in the Statement of Grievance. The findings shall summarize the evidence and state whether the burden of persuasion is met as set forth in section 8.

The hearing committee shall be a fact-finding committee and its findings shall be advisory only and shall not be binding on the parties or the University president. The findings shall be provided to both parties prior to being submitted to the president. Within seven (7) days, each party may append to the findings a brief statement provided by them to the chair of the hearing committee.

Within 10 working days thereafter, a copy of the findings, with the parties' statements attached, together with all documentary evidence, shall be given to the president of the University and to both parties. Any recording of the hearing shall be kept for at least five years, after which it can be erased or destroyed at the discretion of the president.

A copy of any recording of the hearing shall be made for either party at its request. In addition, with a responsible member of the University present, either party may, at any

time before any recording of the hearing is destroyed, read or listen to the original at a time and place that is set by the president or designee.

The president's decision shall be made within 30 days following receipt of the findings. If the president questions the findings of the hearing committee, the president shall consult with the hearing committee regarding those questions and shall provide an opportunity for response by the hearing committee before reaching a final decision. If the president finally decides to reject all or part of the findings of the hearing committee, the president shall state in writing, as part of his/her final decision, reasons for rejecting all or part of the findings and for rendering a different decision. The president's decision shall be made known in writing to the Board of Trustees with notification to the grievant, the administrative officer against whom the grievance was filed, and the chair of the hearing committee.

If the grievant decides to protest the decision of the president of the University, he/she shall, within 14 days of notification of this decision, make a written appeal to the Board of Trustees. The grievant is accorded a hearing by a committee of not less than three trustees appointed by the chair of the Board of Trustees which committee shall report its recommendations to the Board of Trustees. The Board of Trustees' decision shall be final and binding on both the grievant and University.

2.9.0 Legal recourse

2.9.1 Introduction

If a faculty member disputes the decision of the Board of Trustees about his/her faculty grievance, arbitration shall be the exclusive remedy for resolving any such arbitrable disputes and the decision of the arbitrator will be final and binding on all parties.

- a. Specifically, arbitrable disputes are those that:
 - (1) had been timely initiated and processed through the University's grievance procedure, and
 - (2) were not resolved through the University's grievance procedure, and
 - (3) arose out of or are related to an employment dispute as defined in Faculty Grievance.
- b. Any arbitration pursuant to this procedure shall be governed by the arbitration procedure described below, the Federal Arbitration Act ("FAA") and the Judicial Arbitration Mediation Services ("JAMS") Arbitration Rules and Procedures for Employment Disputes in effect at the time. The FAA and JAMS rules are kept on file in the office of the provost and the faculty member will be given a copy upon request.

- c. The rights of the parties under this procedure are the same as those available to them in a court of competent jurisdiction except to the extent that those rights are contrary to the provisions of this procedure.
- d. If the applicable statute of limitations provides a longer period of time in which to initiate a claim, the grievance will be considered timely if the employee initiates the grievance and arbitration procedure within the period of time allowed by that statute of limitations and, thereafter, follows the steps of the procedure in a timely manner.

2.9.2 Binding arbitration procedure

- a. The arbitration of the grievance shall be conducted before an impartial professional arbitrator provided:
 - (1) That the grievant requests arbitration in writing within 30 calendar days of date of the Board of Trustee's written decision.
 - (2) Within 21 calendar days of receipt of a written request to arbitrate, the parties shall select an arbitrator. The parties should attempt to agree on any retired judge affiliated with JAMS to serve as an arbitrator. If the parties are unable to agree, JAMS will provide a list of three available judges. The employee shall strike one name, then the University shall strike one name, and the remaining judge shall serve as an arbitrator.
- b. The arbitration hearing shall be held at a time agreed upon by the grievant, the University and the arbitrator but shall commence not later than 60 days after the selection of the arbitrator unless continued for the reason stated in 2d below. The arbitrator shall have the authority to call witnesses and hear relevant testimony under oath. The arbitrator shall render his/her opinion orally at the close of the hearing. This award shall be final and binding as to both the grievant and the University. The arbitrator shall have the authority to award only such remedies as could be awarded by a court under the applicable substantive law. The arbitrator shall not have the authority to make an opinion or award which has the effect of altering, amending, ignoring, adding to, or subtracting from existing University policies and practices.
- c. The grievant and the University each may file a pre-hearing statement of facts and position with the arbitrator. However, post-hearing briefs shall not be permitted.
- d. The grievant and/or the University may elect to be represented by legal counsel in the arbitration. The expense of such counsel shall be the sole responsibility of the party engaging counsel, and shall not be apportioned as provided in paragraph 2e below. A party intending to use legal counsel shall give the other party written notice of the intent to use counsel 15 days before the hearing. The party receiving this notice may also use legal counsel at the hearing. In the event that a party or counsel needs additional time in which to prepare for the hearing,

the party may request the arbitrator to continue the hearing date for a period not to exceed 30 days.

- e. Arbitration is intended to provide a less time-consuming, less expensive, and less complicated means of settling employment-related disputes. Therefore, discovery will be allowed only to the extent that it is necessary and appropriate as determined by the arbitrator. However, under no circumstances, will discovery be permitted that is broader than that which is allowed by the Federal Rules of Civil Procedure.

The Arbitrator may issue subpoenas to compel the testimony of third party witnesses or the production of documents. At a minimum, each party shall have the right to take one deposition.

- f. The University and the grievant shall each pay one-half of the arbitrator's fee. Any party desiring a transcript of the hearing or a written opinion shall pay the fee for that service.
- g. In the event that any paragraph, or provision within a paragraph of this grievance and arbitration procedure is determined to be illegal or unenforceable, such determination shall not affect the validity or enforceability of the remaining paragraphs, or provisions within a paragraph, all of which shall remain in force or effect.

2.10 Prohibiting Sexual Misconduct and Discrimination of the Basis of Sex (Title IX)

See separate [Title IX policy](#).

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LOMA LINDA UNIVERSITY
FACULTY HANDBOOK

Chapter 3
Faculty functions and responsibilities

CHAPTER 3 Faculty functions and responsibilities

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3.1.0 Academic Freedom

Loma Linda University is committed to academic freedom in research and in the dissemination of knowledge. Because of the commitment to the complementary relation of science and scripture, the University is also dedicated to research and dissemination of knowledge in the Christian faith. The Board of Trustees expects that, in this pursuit and dissemination of knowledge, faculty and students will respect the current statement of fundamental beliefs of the Seventh-day Adventist church. Loma Linda University subscribes to the following concepts relating to academic freedom:

- a. Faculty members have full freedom to pursue study and research germane to their interests, and to that of their academic appointment, and to publish the results of their research (see research policies).
- b. Faculty members are entitled to freedom in the classroom in discussing the subject they have been appointed to teach but should avoid discussing controversial matters as an expert when unqualified.
- c. Faculty members are advised to consult with the Loma Linda University Research Affairs and inform Loma Linda University Health (LLUH) office of advancement of presentations or publication of results that may have an impact on the public perception of the health-care practices of LLUH.
- d. When speaking as private citizens, faculty members must make every effort to state that they are not speaking as spokespersons of the University. Society expects restraint and self-discipline from the faculty of a church-related university. The University faculty member enjoys a status and authority among Seventh-day Adventists that demands responsibility in any statement of ideas by the faculty member, especially in issues of controversy and sensitivity that affect the church.

A faculty member who believes his/her academic freedom has been violated in a way that has affected the terms of his/her appointment and/or employment has recourse to the grievance procedures (described in *Faculty Appointments, Faculty Handbook*, Chapter 2).

3.2.0 Academic responsibility

Academic responsibility includes honesty, differentiation between evidence and conclusions, willingness to re-examine conclusions, openness to new evidence, and respect for those of differing viewpoints. The greatest breach of academic responsibility is misrepresentation, either by intent or by failure to investigate sufficiently. Additional examples of failure to exercise academic responsibility on the part of a faculty member include:

- a. Academic or professional conduct that brings discredit to the institution, to an academic discipline, or to an individual in a manner that is illegal, unethical, or violative of individual or institutional rights and process, as defined in University policy.
- b. Using position and authority to persuade, rather than presenting convincing evidence.

- c. Any action that infringes on the academic freedom of others to teach, to research, to question or to test hypotheses.
- d. Disregard of the confidentiality of privileged information obtained from patients and their records, students and their records, administrative committees, faculty records, subjects, etc.

The University has a responsibility to deal justly, kindly and cautiously when confronted with instances of apparent academic irresponsibility, but also has an obligation to intervene quickly when academic irresponsibility appears to have occurred.

3.3.0 Responsibilities of faculty

The faculty member's responsibility encompasses education, assessment, research, and/or service. The faculty member is responsible to the department chair in meeting the needs of the school and the University.

The faculty member demonstrates loyalty to the mission, policies, standards, and regulations of his/her department, school, and the University, and follows the administrative policies set up by the University and the individual school.

The faculty member participates in the University's culture of assessment processes including identification, collection, preparation and use of data that can be used to evaluate and improve student learning. Assessment encompasses two purposes: (1) student assessment for an individual improvement, and (2) student assessment for measuring learning efficacy, curriculum changes and program improvements.

3.3.1 Faculty workload

Each school shall develop and adopt a faculty workload policy appropriate to its various programs and faculty. Such a policy shall serve as the basis of agreement between faculty members and their respective department chair, division head, or dean as to expected workload. The policy shall make provision for an annual review of faculty jointly with faculty members and department chair, division head, or dean.

School faculty workload policies shall take into consideration educational (including clinical and administrative), assessment, research, and service activities.

- a. Teaching workload consideration shall be given for formal instruction of students, including number of classes taught, lectures given, time for class preparation, development of new courses or lectures, evaluation procedures (grading, examinations, observations).

Other activities, including research advising, supervising directed study, student advisement, student counseling, and recruitment are also to be factored into the educational workload. Clinical education in the care of ambulatory and/or inpatients may also be part of the educational workload.

- b. Assessment workload consideration will be given for programmatic assessment and review and/or accreditation duties, etc.
- c. Research and scholarly workload consideration will be given for both basic and applied research and scholarly activities. Specific consideration will be given to the amount of time designated to the faculty for research as well as the assignment of institutional resources, including intramural funds, technical assistance, supplies, and laboratory space. Please refer to the [Sabbath policy](#) for the conduct of appropriate Sabbath activities regarding research and scholarly presentations during Sabbath hours.
- d. Service workload consideration will be given for professional service rendered, specifically the quantity and scope of the clinical responsibilities and the time allocated for these activities. Institutional service, including committee assignments at the division, department, school, or University level, shall be reckoned as part of the service workload. Assigned administrative responsibilities are also viewed as part of service workload. Community service, consultations, church and international services, are included in this category if administratively assigned.

3.3.2 Educational responsibilities

a. Curriculum:

Contribute toward curriculum development by keeping informed of changes in their discipline or area of specialization and by communicating their ideas either as a member of their school's curriculum or to their department's representative on that committee. This also includes development in teaching methodology.

b. Subject matter and methods of instruction:

- (1) Bring together evidence-based literature, audiovisual materials, observations, experiments, and/or clinical or field experience in a manner to create a climate promoting student learning and Christian growth and wholeness.
- (2) Provide a current syllabus that is made available to the students through the University Learning Management System (LMS) prior to the beginning of the quarter.
- (3) Present and explain these learning materials with clarity, and with the appropriate use of well-prepared teaching aids.
- (4) Conduct all aspects of the instruction with a spirit of openness to and inclusiveness of all students, irrespective of their religious affiliation, gender, age, disabilities, learning differences, ethnicity, race, or nationality and in a way which avoids stereotyping or stigmatization.

- (5) Conduct all aspects of the instruction, with a recognition and sensitivity to learning differences, documented disabilities, and other identified special needs of individual students while remaining consistent with good academic practice.
- (6) Meet all classroom or clinical teaching appointments and to consult with the division head or department chair before canceling such appointments.

c. Assessment, program review, and accreditation:

To enrich the culture of the University and to cultivate desired learning outcomes, faculty communicate and share learning outcomes, assessment tools, and methodologies with colleagues and students.

- (1) To assess course and programmatic student learning outcomes via direct and indirect measures utilizing formative and summative methodologies.
- (2) To participate collaboratively in meeting all assessment and accreditation deadlines including the Faculty Portfolio/Annual Faculty Report, Learning Outcomes Analysis, and Annual Action Plan.
- (3) To use University recommended tools for assessment, program review, and accreditation and utilize findings to improve student learning.

d. Academic standards:

- (1) Grade, evaluate, and facilitate individual students according to criteria that are made clear to the students in the course syllabus.
- (2) Provide reasonable accommodation for students with documented disabilities to assist them in meeting the academic standards developed for c. (1) above.
- (3) Report evaluations to the appropriate administrative office within designated time limits.

e. Student academic advisement and counseling:

- (1) Know the work of students well enough to advise the student who is not making adequate progress and also to advise the department chair and dean of this fact.
- (2) Advise assigned students within the department regarding specific learning problems and in personal aspects of life which influence the educational process, and to hold inviolate confidential information about the student or other unless permission is given by the student.

- (3) Conduct all aspects of advisement and counseling with a spirit of openness to and inclusiveness, irrespective of their religious affiliation, gender, age, disabilities, learning differences, ethnicity, race, or nationality
- (4) Inform students of University resources such as the counseling center, Student Assistance Program, Student Health, and Chaplaincy, and the School specific resources such as student access centers or Associate Dean of students or the equivalent.
- (5) Report to the department chair and the dean of the school all breaches of the code of ethics.
- (6) Have regular office hours posted on the door or electronically on the LMS (e.g., Canvas) to be reasonably accessible to students by appointment through the course coordinator or director.

f. Research and/or clinical practice

- (1) Participate in research or other scholarly activity as a complementary activity to teaching.
- (2) Participate, as assigned by department chair or division head, in the practice of the clinical discipline.

3.3.3 Committees and sponsorships

- a. Recommended limitation: to serve on no more than one University-wide committee, and two school committees, and to be sponsor for no more than one student group. The department chair may adjust the workload as needed.
- b. Respect confidentiality and ask for permission of the committee chairs to authorize the release of information regarding actions and discussions of the committee.

3.3.4 Faculty meetings and organizations

- a. Attend departmental and school-wide faculty meetings.
- b. Participate in the University-wide Faculty Forum, and to stay informed of its activities by University sponsored communication (e.g., LLU News, LLU email, electronic signage).

3.3.5 Professional attitudes and growth

- a. Accept responsibility for maintaining the highest standards of excellence in their area of special knowledge, including both skills and attitudes needed for the

most effective implementation of his/her assigned activities.

- b. Participate actively in their field by attending professional meetings and by keeping up with the literature in their field.
- c. Participate in faculty growth workshops and seminars offered by the University.
- d. Strive to inspire their students by a personal example of a love of learning, a quest for knowledge, and a spirit of service to mankind.
- e. Encourage, assist, and support colleagues, particularly junior members, in his/her section, department, or school.

3.3.6 Reporting professional activities

- a. Complete the "Faculty Annual Report" within the designated time limit. Link: <https://myllu.llu.edu/security/newLogin/?nextUrl=%2FfacultyPortfolio%2F>
- b. Complete other reports requested by school or University administrators.

3.3.7 Budget

- a. Provide input into the budget priorities set for the department.
- b. Make requests upon receiving adequate budget information.

3.3.8 Facilities, equipment and library collections

- a. Through the department chair and in cooperation with department faculty, to participate in requesting space, equipment, and library acquisitions and other needed educational resources.
- b. To properly use and protect all materials under his/her care and to report loss or need to repair.

3.3.9 Professional activities external to school or University

The University recognizes and encourages the value faculty place on corollary professional interests as they encompass the community or other institutions. Internal and external activities resulting from such professional interest are subject to stated limits set by the University to maintain a balance of competing interests. Full-time faculty members (FT/U), after obtaining written approval from their dean, may engage in extra income-producing professional activities which do not raise questions of conflict of interest. (See Conflict of Interest policy, section 3.3.11.)

- a. Responsibility for the application of policies regarding professional outside activities and for the integrity and significance of each extramural project rests primarily upon the individual faculty member.

- b. Criteria taken into consideration before approval of income-producing professional activities is granted:
 - (1) The outside activity is necessary for recertification, for retention and improvement of clinical skills, or for continuing education requirements.
 - (2) The outside activity will increase the teaching or scholarly competence of the faculty member or be of service to the larger community. The University encourages activity which is consistent with the faculty member's responsibilities of teaching, academic advisement, and research.
 - (3) The outside activity will be secondary and will not encroach on the faculty member's responsibilities of teaching, academic advisement, and research.
 - (4) The activity undertaken will not detract from the University's prestige nor from the professional standing of the faculty member
- c. Application is made on the appropriate form to the department chair, whose recommendation is forwarded to the dean. A separate application is required for each extramural activity proposed.
- d. An annual report to the dean is made on the appropriate standard form used by all schools of the University. All income-producing professional activities are to be included in the report, such as honoraria for lectures or general speaking appointments; site visits; consulting services to federal, state, or local government agencies or the Seventh-day Adventist church; number of days spent in the outside activities; any financial interest the faculty member may have in the organization involved, etc.
- e. A faculty member may not accept an official teaching appointment at another institution without permission of the dean or department chair.
- f. University stationery and address may only be used for LLU activities.
- g. University equipment, supplies, or facilities may be used on external income-producing activities only by permission of the dean or department chair.
- h. A faculty member may serve in another school of the University within the following guidelines:
 - (1) The dean of a school requesting the teaching services of a faculty member employed by another school obtains clearance of the dean from the school where the faculty member is employed and also of the office of the president.

- (2) Remuneration, if any, is negotiable and is paid to the school where the faculty member has primary appointment which in turn may reimburse the faculty member if the teaching is above the faculty member's workload and is so approved by the department chair.
 - i. The faculty member may tutor students for pay under the following guidelines:
 - (1) The full-time faculty member may not tutor for pay students from their own classes or from any classes in his/her own department.
 - (2) The full-time faculty member may not tutor for pay any student of the University without the knowledge and consent of the student's department chair and dean.
 - j. During leave of absence or a sabbatical with pay, the faculty is subject to these provisions.
 - k. No approval is necessary for professional outside activities during vacation times in the academic calendar year.
 - l. Employees will be covered by the Loma Linda University Health Plan while doing other paid work if the work is approved by the dean. Injuries suffered during unusually hazardous activities will be covered only if prior approval is obtained through the travel management approval system (see Risk Management Office).
 - m. The practice of one's clinical profession will carry no professional liability insurance unless formally approved by the dean of the school of primary appointment and by the office of risk management.
 - n. Clinical practice sites other than approved extramural teaching facilities must be formally approved by the dean of the school in which the faculty member holds a primary appointment.
 - o. If a faculty member violates these policies, he/she may be subject to disciplinary action and/or legal action by the University (see Discipline and Dismissal, *Faculty Handbook*, Chapter 2).
- 3.3.10 Faculty shall comply with the [Corporate Compliance Program](#)
- 3.3.11 [Conflicts of Interest](#)
- 3.3.12. Disputes between faculty members

As a Christian institution, Loma Linda University is committed to internal resolution of disputes between faculty. It is the desire of the University that faculty informally resolve disputes between each other in a collegial and scholarly manner (unless so precluded by other *Faculty Handbook* policies). In the event that this proves impossible, the following

steps are to be followed:

- a. Mediation by department chair(s). The department chair(s) attempts to mediate the dispute informally. If this is not successful then the dispute must be brought to step 12b below. If the dispute involves a department chair and a faculty member or faculty members across schools, the dean of the school(s) attempts to mediate the dispute informally. If this is not successful then the dean will proceed to step 12b below:
- b. Review by dean(s). The department chair(s) brings the problem to the attention of the dean(s) of the school(s) in which the faculty members hold their primary appointment(s). The dean(s) of the school(s) may attempt to mediate the dispute informally, including the use of the Employee Assistance Program, as may be appropriate. The decision of the dean shall be final.

3.4.0 Research

3.4.1 Responsibilities of faculty toward research

A major objective of Loma Linda University Health (LLUH) is to serve the people of the world through basic and applied research in the biomedical, behavioral, and environmental sciences and in other related areas. Faculty members engaging in research expand the knowledge of their academic disciplines, and thus contribute to advances in technology, medicine, and whole person care. This enhances the general scientific community, as well as the institution's intellectual and professional stature and its reputation for patient care and treatment.

Faculty members are expected to view research as complementary to their other professional responsibilities. Faculty involved in research contribute to an atmosphere of intellectual challenge by sharing research results with their colleagues and students. By involving students in research, faculty encourage creativity, provide opportunities to learn experimental techniques, and serve as role models for future investigators.

3.4.2 Research Administration / Oversight

The vice president for research affairs (VPRA) oversees the institution's research activities, in consultation with the Research Oversight Committee (ROC). The LLUH President chairs the ROC, which provides advice in areas related to financial management, infrastructure, and strategic goals for research at LLUH.

The VPRA is responsible for the oversight, promotion, and development of research. Further, the VPRA is responsible for coordinating research through the activities of the Research Affairs Administration, Human Research and Compliance, Industrial Relations, Pre and Post Award, and the Animal Care Facility.

The VPRA maintains liaisons with the Office of the General Counsel, Information Services, University Libraries, Public Relations, Philanthropy, and Clinical Trial Center, as they provide resources for research.

3.4.3 Sponsored Projects

The following policies are provided as a guide for investigators seeking to develop or pursue sponsored projects (including research, training, and service), either intramural or extramural, at LLUH.

a. General policies

Sponsored projects pursued at LLUH are carried out according to applicable institutional and school policies. These policies apply to all sponsored projects, whether privately or publicly funded.

LLUH complies with all applicable federal policy statements including, but not limited to, the *Public Health Service Grants Policy Statement* and the *National Science Foundation Grants Policy Manual*. In research involving human subjects, the institution abides by the *Loma Linda University Health Federal-wide Assurance of Compliance with the Department of Health and Human Services (DHHS) regulations for protection of human research subjects*. LLUH provides assurance to the Federal Government that all research involving animals is conducted in accordance with the *NIH Guide for the Care and Use of Laboratory Animals* and the *Animal Welfare Assurance of Compliance with the Office of Laboratory Animal Welfare (OLAW)*. LLUH assures compliance with federal cost principles and federally sponsored research as set forth in the *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, 2 CFR 200. More information may be found in [Institutional Policies and Procedures for Sponsored Projects](#).

All contracts, grants, and legal documents are accepted in the name of Loma Linda University Health and its affiliated corporations. All checks, letters of credit, and other financial documents are made out in the name of Loma Linda University Health and its affiliated corporations.

Loma Linda University, a component of LLUH, reserves constitutional and statutory rights as a religiously qualified institution and employer to give preference to Seventh-day Adventists in admissions and employment. The University does not accept grants or contracts from agencies whose policies do not recognize these rights or whose constitutional or other guidelines prohibit awards to religiously qualified institutions.

b. The principal investigator

The director of a sponsored project is classified as a principal investigator (PI) or program director (PD). Projects may have more than one PI when allowed by the sponsor (e.g. co-PIs or multiple PIs). Hereafter, in this Handbook, all such persons shall be referred to commonly as the investigator. Responsibilities of the PI are described in [LLUH research policies and procedures](#).

As defined in the [Principal Investigator Eligibility](#) policy, any officer of the University or any person holding a valid faculty appointment in any of the schools of the University may serve as PI. Other persons may be authorized by the vice president for research affairs and the Research Oversight Committee to serve in this capacity.

The PI acts in the name of Loma Linda University Health in the direction of any sponsored projects with the approval of the Board of Trustees.

c. Pre-award procedures

A grant is defined as an agreement to support a process of investigation, a training regimen, or specified services, as delineated in a written proposal. A contract is defined as an agreement to produce a product, property, or service in exchange for a stipulated fee.

All actions taken in the name of LLUH prior to awarding of grants or contracts by the funding entity are classified as pre-award procedures. The Pre-Award Review [policy](#) and [procedure](#) must be followed.

Multiple submissions of the same or similar contracts or proposals to separate funding sources are acceptable. However, all potential funding sources must be informed that similar proposals have been submitted to other funding sources.

Gifts for which the donor does not identify or expect particular research activities, objectives, or receivables will be processed and managed by Philanthropy.

d. Post-award procedures

All grants and contracts, upon acceptance by LLUH and awarded by the funding agency, are managed by Post Award which is authorized by the Board of Trustees of LLUH to manage and oversee sponsored projects in accordance with institutional policy, and applicable federal and state law.

Non-federal, industry-sponsored clinical trials are managed by the [Clinical Trial Center](#).

For guidance on post-award management:

1. [Establishment of a Sponsored Project Account](#)
2. [Charging Facilities and Administrative \(IDC\) to Sponsored Projects](#)
3. [Cost Sharing Matching and In-kind Contributions on Sponsored Projects](#)
4. [Charging Sponsored Costs prior to the Budget Period](#)
5. [Delegation of Signature Authority for Sponsored Projects](#)
6. [Purchasing on Sponsored Projects](#)
7. [Research Equipment](#)
8. [Charging Direct Costs to Sponsored Projects](#)

9. [Effort Reporting](#)
10. [Invoicing of Sponsored Projects](#)
11. [Delinquent Payment and/or non-Payment of Project Costs by Sponsors](#)
12. [Program Income from Sponsored Projects](#)
13. [Cost Transfers on Sponsored Projects](#)
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16. [Residual Funds from Sponsored Projects](#)
17. [Sponsored Project Closeout](#)
18. [Transfer of a Sponsored Project – Administrative Procedure](#)
19. [Sponsored Project External Financial Audits](#)
20. [Clinical Trial Center](#)

Note: Additional policies and procedures may be found under [Policies and Procedures](#).

3.4.4 Research involving humans

LLUH is guided by ethical principles regarding all research involving human subjects as set forth in the report of the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research entitled “Ethical Principles and Guidelines for the Protection of Human Subjects of Research,” (the Belmont Report). (See [Handbook for HRPP](#).)

LLUH acknowledges its responsibility for protecting the rights and welfare of human subjects in research and grants the Institutional Official (IO) the authority of developing and maintaining a Human Research Protection Program (HRPP). (See [Handbook for HRPP](#).) The IO has the necessary resources to accomplish the responsibilities conferred by institutional policies and as outlined in federal and state laws, regulations and guidance. (See [Institutional Official for Human Subject Research](#).)

LLUH grants the Institutional Review Board (IRB) independent authority to review all human subject research for adherence to ethical, scientific, regulatory, and institutional standards. (See [Authority and Independence of the IRB](#).) The IRB also serves as the LLUH Privacy Board for the approval of waivers of authorization or other action in accord with the HIPAA Privacy Rule.

The IRB shall review all human subject research conducted under the jurisdiction of LLUH or utilizing its resources, whether supported by outside funds or not. (See [Review Level – Initial Submissions of Human Subject Research](#).) IRB review and approval must be obtained prior to starting such research. An IRB-approved protocol must be in place prior to the use of any drug, biologic, or device in humans that does not have FDA approval for such use with humans. All activities involving human subject research or medical experiments shall follow federal and state requirements. (See [Determination of Human Subject Research](#).)

The IRB is composed of members from diverse backgrounds and professions sufficient to promote complete and adequate review of all human studies. (See [IRB Membership](#).) The [conduct of convened IRB meetings](#) is guided by LLUH policy.

The primary responsibility of the IRB is the review of all research activities involving humans to assure that:

- a. The risks to the subject are outweighed by the possible benefit to the subject or the importance of the knowledge to be gained for humanity.
- b. The rights and welfare of each subject will be adequately protected. The investigator will make the determination of whether an activity is human subject research at the direction of the institution, in accord with institutional procedures. (See [Determination of Human Subject Research](#).)
- c. Informed consent is obtained by adequate and appropriate means.

The authority of the IO and the IRB at LLUH is affirmed in the institution's Federal-Wide Assurance (FWA#00006447) and IRB Registration (IORG #0000226) with the U.S. Office for Human Research Protections.

The title of Principal Investigator (PI) designates the person who is responsible for all aspects of a research activity and is held solely responsible for ethical and professional conduct of the research and safety of research personnel and human subjects.

Any person holding an appropriate faculty appointment at or above the level of Assistant Professor or serving as an officer of the institution is eligible to be a PI. For exceptions, see [Principal Investigator Eligibility](#).

The Principal Investigator's department chair shall ensure that the scientific or scholarly validity of all proposed human subject research has been reviewed prior to submission to the IRB. (See [Review Level – Initial Submissions of Human Subject Research](#).)

PIs seeking to conduct clinical trials are assisted by the [Clinical Trial Center](#) with Medicare coverage and billing analysis, budget development and Industrial Relations, financial accounting and oversight. CTC will ensure that these and other clinical trial services are coordinated with IRB for review and approval.

Other policies and guidance for investigators planning to conduct human subject research are provided under [policies and procedures](#) in the Research Affairs website.

3.4.5 Research using animals

The animal care and use program at LLUH is managed in accord with the Animal Welfare Act (Title 9 Code of Federal Regulations Subchapter A, Animal Welfare Parts 1 – 3), the Public Health Service Policy on Humane Care and Use of Laboratory Animals, and the Guide for the Care and Use of Laboratory Animals. The program is fully accredited by the AAALAC International since August 3, 1966.

LLUH has established the Institutional Animal Care and Use Committee (IACUC), which has the responsibility to review modifications and approve all applications to use vertebrate animals by LLUH investigators, or performed in LLUH facilities. (Refer to [NIH – Office of Laboratory Animal Welfare](#).)

LLUH places a high priority on the ethical use of animals and expects those who use animals be knowledgeable of applicable laws, regulations, policies, and best practices. The Institutional Official for the animal care and use program is assisted by the IACUC to ensure the responsible conduct of animal use. (See the [Manual for Those Who Use Animals](#).)

The [principal investigator](#) (PI) is responsible for submitting the research protocol and making changes to protocol activities. Prior IACUC approval is required for using animals and for all procedures performed on the animals. The PI must refine experiments to minimize pain and distress, reduce the number of animals used to the minimum necessary to obtain valid data, and must consider replacing animals with non-animal models or less sentient alternatives. (See [Guide for the Care and Use of Laboratory Animals](#).)

All LLUH personnel shall promptly report any concerns involving the care and use of animals and any suspected non-compliance to the Campus Veterinarian at x44316 or the IACUC Chair at x45307.

In addition to the above listed individuals, reporting individuals may anonymously contact the 24-Hour Research Compliance Hotline at 800-249-9953.

By law, the employer cannot retaliate for “whistle blowing” if the employee has probable cause for a concern. (See [Animal Welfare Protection: Reporting Concerns](#).)

3.4.6 Research involving ionizing radiation (radioactive materials, radiation-generating equipment), non-ionizing radiation (electric fields, magnetic fields, RF, microwaves), or lasers

LLUH is guided by the Radiation Safety Committee whose main purpose is to maintain compliance with the state-issued institutional radioactive material license, the State and Federal laws, and to assure safe use of radiation at LLUH.

- a. Investigators developing protocols involving the use of ionizing radiation, non-ionizing radiation or lasers must contact the Office of Radiation Safety (ORS). ORS will determine if Radiation Safety Committee (RSC) review is required. ORS can also provide information on radiation doses from various types of procedures and appropriate radiation informed consent statements. Questions should be directed to the ORS at (909) 651-4003 or extension 14003.
- b. Members of the Radiation Safety Committee are LLUH faculty and staff appointed by the administration and approved, when appropriate, by the California Department of Public Health-Radiologic Health Branch and the FDA.

3.4.7 Institutional Biosafety Committee

The Institutional Biosafety Committee (IBC) must review and approve all projects involving Recombinant or Synthetic Nucleic Acid Molecules according to NIH Guidelines, infectious agents, or other potentially biohazardous materials, whether exempt from federal regulation or not.

Projects that involve recombinant or synthetic nucleic acid molecules techniques and/or the use of potentially infectious materials must be reported to the Institutional Biosafety Committee (IBC). The IBC reviews research that includes:

- Recombinant or synthetic nucleic acid molecules
- Plasmids and transposons
- Viruses and viral vectors
- Human and non-human primate or sheep cells, tissues and fluids
- Prions
- Bacteria
- Yeast
- Fungi
- Toxins
- All pathogens and select agents
- Gene Editing using CRISPR
- Nanoparticles

Research associated with the use of these materials must comply with the NIH Guidelines and must be reviewed and approved by the IBC regardless of the source of funding. The [NIH Guidelines](#) provide information defining the biosafety level of the proposed research based on a clearly delineated classification system. The Principal Investigator of the laboratory is responsible for ensuring compliance with the policies, practices and procedures documented in the federal guidelines. The PI is responsible for ensuring that a safe work environment is maintained and appropriate personnel training is provided prior to initiation of the experiment.

IBC application forms are available online and must be submitted and approved by the Institutional Biosafety Committee prior to initiating the research project. The committee meets monthly. The outcome of the review will be communicated to the PI shortly thereafter by email. If there is a component of the research project that requires review by several committees, IBC review must be secured prior to obtaining final approval by the Institutional Animal Care and Use Committee (IACUC), Stem Cell Research Oversight Committee (SCRO) or Institutional Review Board (IRB) approval.

The mission of the IBC is to ensure that research is conducted within existing guidelines, which are designed to protect the safety of laboratory staff, the public, and the environment. The IBC reports directly to the vice president for research affairs.

3.4.8 Embryonic Stem Cell Committee

Human embryonic stem cells possess two unique properties that are distinct from most cells in the human body: they can replicate indefinitely under suitable conditions and they are capable of becoming any type of cell found in the body when stimulated by appropriate biochemical signals. These characteristics suggest that they may be used to repair any tissue or organ that has been damaged. These properties have generated considerable scientific interest since the discovery of human embryonic stem cells in 1998. At the same time, they also raise significant ethical concerns: they are usually obtained from early human embryos using procedures that end the viability of the embryos. Consequently, LLUH has adopted guidelines for the creation, study and use of human embryonic stem cells. (See [Stem Cell Research](#).)

3.4.9 Research equipment

The purchase of equipment with sponsored funds may be initiated only when the equipment is necessary for a sponsored project and is not reasonably available or accessible elsewhere. At the completion of a project, equipment becomes *the property of* the institution unless otherwise stated in the award terms and conditions or sponsor regulations. Terms and conditions of the sponsored project must be followed regarding the disposition, loan, sale or transfer of equipment purchased with sponsored project funds. Refer to the LLUH policy on [Research Equipment](#) for additional information.

3.4.10 Export Control

LLUH is committed to complying with U.S. export control laws and regulations that stipulate the conditions under which certain information, technologies, and commodities may be transmitted to a foreign country, or to a foreign national on U.S. soil. The regulations include the International Traffic in Arms Regulations (ITAR) under the Department of State, the Export Administration Regulations (EAR) under the Bureau of Industry and Security, and the Office of Foreign Assets Control (OFAC) under the Department of Treasury.

Therefore, all individuals affiliated with LLUH who work with, or have access to technical data, information, materials and equipment should be familiar with and fulfill the requirements of the U.S. export controls laws and regulations. Further information may be obtained from [Export Control](#).

3.4.11 Publication of research results

Loma Linda University Health (LLUH) encourages faculty members, as part of their professional growth, to publish written works developed during their course of employment. In consideration of all contributing authors, the authorship guidelines are provided for any publication developed and submitted as part of employment at LLUH and its affiliated entities.

In the event that a dispute arises between faculty members regarding publication, LLUH will provide procedures for mediation (see section 6 of [Administrative Guidelines for Authorship](#).)

Freedom of the researcher to disseminate the results of investigation is a traditional right of a scholar and a vital aspect of [Academic freedom](#) (see 3.1.0). However, no one has the right to prevent a publication except if data is obtained through breach of obligation or postponed to seek patent protection.

The following apply to all scholarly publications by LLUH personnel:

- a. Individuals who make a significant contribution to a publication must be recognized as co-authors, as described in the policy on [Authorship Criteria](#) and the [Administrative Guidelines for Authorship](#).
- b. The authors must identify their institutional affiliations, including the schools in which they hold their appointments. The senior author must cite their published scholarly work in their faculty report with the PMID or link to the article.
- c. All LLUH faculty who publish with results involving human subjects or animal study must have first sought and obtained approval from the LLUH IRB or IACUC.
- d. The author must consider intellectual property matters (including [patents and copyrights](#), [export control](#), and [sponsor requirements for public dissemination](#).)

3.4.12 Inventions and derived royalties

LLUH is committed to the development and utilization of its inventions (which includes discoveries, innovations, trade secrets, designs, materials, reagents, improvements, copyrights, trademarks, software, information, databases, and data) for the benefit of the LLUH community and the public. The term “inventor” as used in this section shall include any individual who utilizes the facilities or resources of LLUH in the performance of all or part of the inventor’s work, whether or not the inventor is paid or employed by LLUH.

Institutional rights: All Intellectual Property (IP) rights developed or created by faculty are governed by the LLUH IP Policy that is in accord with Federal law (35 US Code, section 202) for institutions receiving federal funds and California Labor Code (Article 3.5, section 2870) for conditions of employment. The following are excluded from institutional ownership:

- a. Faculty journal articles, textbooks, artworks, musical compositions, and literary works related to the author’s academic or professional field (see [Inventions and Patents Intellectual Properties](#)); and
- b. Inventions made independently by employees without use of institutional resources and that have no relationship to their institutional employment (Covered by CA Labor Code 2870).

Works made through non-incident use of LLUH resources (including grants, funds, personnel, and proprietary facilities, equipment, or information otherwise

not available to the general public) and having potential commercial value shall remain the property of LLUH. In consultation with the Intellectual Property (IP) Committee and General Counsel, the vice president for research affairs shall determine LLUH ownership of inventions made under "non-incidental use of LLUH resources."

Other rights: If a sponsoring agency requires shared or inclusive rights to inventions, approval for acceptance of funds from that agency will be made by the vice president for research affairs in consultation with Industrial Relations, Pre and Post Award, and IP Committee, as necessary.

All inventors as defined above will sign a specific written agreement in harmony with the policies specified below.

- a. Certain inventions may require management of IP rights, including patent, copyright, or trade secret protection, for optimal protection and development. IP rights are often dependent upon confidentiality and a determination of their dissimilarity from other technologies. Consequently, inventors shall be responsible for the following:
 1. When preparing presentations or manuscripts for publication, the inventor will identify if their work has potential commercial value.
 2. The inventor shall promptly disclose to LLUH possible inventions by filing of an Invention Disclosure Form (IDF) with the Research Affairs Industrial Relations Group.
 3. The inventor shall cooperate with LLUH in securing patents or copyright thereon and execute all related documents.
 4. The inventor shall keep all IP matters confidential and not disclose such information without consultation with the Research Affairs Industrial Relations Group.
- b. LLUH, through the vice president for research affairs, in consultation with the IP Committee and the Research Affairs Industrial Relations Group, shall, in its sole discretion, determine the disposition of the invention, including:
 1. Decide whether to apply for patents, copyright, or other ownership protections or to relinquish rights to the inventors. In instances where LLUH elects not to seek ownership or protection of an invention, it shall notify the inventor of its decision; give the inventor the right to develop or commercialize the invention except that LLUH shall retain a non-exclusive right to the use of the invention for academic purposes. No work will be conducted on LLUH property or use LLUH resources if the inventor seeks to commercialize the invention.

2. Determine when, how and to whom licenses, contracts and other agreements shall be granted. In instances where LLUH elects to commercialize an invention, the Research Affairs Industrial Relations Group shall manage any IP or other ownership protection, the marketing and commercialization, and accounting and distribution of all derived income, equity, or other consideration according to the policy on [*Intellectual Properties and Derived Royalties*](#).
 3. The vice president for research affairs may negotiate variances from these distributions on a case-by-case basis, with the approval of the dean of the school and LLUH officers.
- c. An IP Committee, consisting of five members appointed by the president shall:
1. Meet periodically or at the call of the chair to evaluate intellectual properties disclosed by inventors to LLUH and to make recommendations to LLUH officers based on consultation with experts. The IP Committee may request, as appropriate, a presentation by the inventors regarding the significance, market potential, and development of the invention;
 2. Serve as advisory panel to the vice president for research affairs on disposition of patent, copyright, and other invention property matters;
 3. Recommend policies to LLUH relating to contracting, licensing agreements, and other arrangements needed to manage inventions and technology transfer; and
 4. Perform other functions necessary to support the IP development and technology transfer program of LLUH.

3.4.13 [*n³eight*](#)

[*n³eight*](#) LLC is a startup incubator at LLUH. Its purpose is to foster new startups formed around LLUH life sciences technologies. It houses businesses that share low-cost overhead that involve shared administrative services, use of technology, and facilities.

[*n³eight*](#) is one of the first incubators of its kind in San Bernardino County, targeting, supporting, and strengthening small business ventures seeking to develop LLUH technologies.

For further information, please read the startup incubator guidelines booklet and application form available on the [*n³eight website*](#).

3.4.14 Research misconduct

The LLUH mission statement asserts that one of its fundamental purposes, as an institution of higher learning is to provide and uphold an environment for learning that

emphasizes, among other attributes, personal integrity. The institution's commitment to research rests upon the dedication of its faculty and students to an uncompromising pursuit of truth. Any acts of research misconduct will compromise the value of the research, blemish the reputation of the institution, and diminish the credibility of its investigators.

Integrity in research ultimately depends on self-regulation by individual investigators. All members of the academic community are responsible for reporting acts of research misconduct, thereby accepting joint responsibility for maintaining the reputation of the institution. (See Guidance on [Ethical Conduct](#); [Data Storage](#), and [Reporting of Compliance Violations](#).)

3.4.15 Guidelines for Sabbath Sacredness

LLUH is owned and operated by the Seventh-day Adventist church that holds as a fundamental belief the observance of the Sabbath from sundown Friday to sundown Saturday as a special day for worship, other spiritual activities, and rest from non-essential work. All faculty will maintain a Sabbath environment conducive to rest, worship, and renewal in accordance with LLUH's Sabbath policy. (See policy on [Sabbath](#).)

3.5.0 Functions of department chair

The department chair is responsible to the dean of the school for the implementation of the mission and vision of the institution in all aspects of the departmental activities including planning, organization, staffing, direction, and evaluation of the academic disciplines assigned to her/him, and for the general welfare of his/her faculty. The department chair includes members of the faculty in the decision-making processes of the department.

Some of these responsibilities may be reserved to the office of the dean as specified by the dean.

3.5.1 Educational responsibilities

a. Academic program and scheduling

To be responsible, under the guidelines set forth by the dean, for the academic programs and course offerings within the subject matter assigned to her/him and to encourage his/her faculty to propose modifications or innovations based upon advances in the discipline and the outcomes of the teaching/learning assessment.

b. Teaching and evaluating instruction and learning outcomes

- (1) To be responsible for the quality of teaching/learning that takes place in the department and to evaluate the quality on a continuing basis.
- (2) To be responsible for the clinical and/or laboratory activities of the department.

(3) To evaluate the learning outcomes of students in academic courses and programs offered by the department and to take appropriate steps to achieve the desired goals.

(4) To facilitate the integration of faith and learning.

c. Academic standards

(1) To prepare criteria for graduation within the degrees or programs offered and to recommend to the dean variances in the stated programs.

(2) To review the progress of each department candidate for a degree in cooperation with the director of University records and to certify completion of a program.

(3) To assure accreditation standards for professional programs are met, where applicable.

d. To participate in teaching, with a load determined in cooperation with the dean. The department size will be considered when determining the administrative portion of the chair's load.

e. Student counseling and academic and placement advising

To supervise and share with his/her faculty in the student counseling and academic and placement advising.

f. Academic publications and recruitment

(1) To be responsible through the dean for the preparation of the departmental section of the academic bulletin and departmental promotional material.

(2) To supervise departmental participation in the school recruitment program.

g. Alumni

(1) To develop continuing education opportunities for alumni and other professional.

(2) To serve as a focal point for departmental alumni activities, rendering services to alumni and keeping them informed.

3.5.2 Research responsibilities (see 3.4.0 and Research Policies under LLUH)

a. To foster scientific and scholarly activity of the faculty in the department.

- b. To review and approve faculty research proposals prior to submission to the institutional review board (IRB) and the animal research committee.
- c. To review and approve grant proposals prior to their submission.
- d. To ensure that research resources are utilized according to authorized budgets.
- e. To review personally or by designee manuscripts, letters to editors, Web page listing faculty status, and other formal publications prior to submission for publication.

3.5.3 Service responsibilities

- a. To incorporate aspects of health promotion and disease prevention into the educational programs of health professional students.
- b. To ensure that patients and others we serve receive appropriate whole-person care.
- c. To maintain appropriate clinical teaching affiliations within the policies and procedures of the University.
- d. To manage, where applicable, and be responsive to the clinical service needs of the institution.

3.5.4 Spiritual nurture and wholeness

- a. To facilitate, through curricular and co-curricular programming and through mentoring, the personal wholeness of all members of the department and those they serve by addressing the:
 - (1) Spiritual dimension – encouraging a Bible-based faith in God; maturing personal and professional ethics; engendering and strengthening spiritual life.
 - (2) Social/relational/emotional dimension – leading to healthy personal and professional relationships.
 - (3) Physical dimension – orienting to healthy life-style choices.
 - (4) Intellectual dimension – encouraging life-long learning, critical thinking, effective communication, respect for diversity, and life management skills.
- b. To appropriately prepare health professional students to provide whole person care.

3.5.5 Diversity

- a. To nurture the well-being and success of all participants of our multicultural community.
- b. To create an inclusive environment within the department.

3.5.6 Global mission

- a. To assist the dean in responding to requests from church and other entities for international consultations.
- b. To assist the dean in the international outreach of the faculty, staff, and students of the department.

3.5.7 Integration and success responsibilities

a. Faculty affairs:

(1) To assist the dean in the recruitment and retention of faculty who:

- (a) are committed to the mission of LLU and LLUHf.
- (b) are competent professionals, scholars, scientists, and/or educators.
- (c) uphold the fundamental values of the LLU community in their personal and professional living.
- (d) respect the beliefs of the Seventh-day Adventist church.
- (e) as educators, integrate faith and learning, and who, as professionals, integrate faith into their profession.

Seventh-day Adventists are actively recruited and given preference in hiring. Recruitment and selection of teachers, fulltime, part-time, temporary, or contract, is done after consultation with existing faculty and with prior approval of the dean, subject to decisions of the Board of Trustees.

- (2) To make recommendations to the dean regarding the promotion, salary, tenure, leaves, or discontinuance of faculty.
- (3) To be responsible for the orientation and general welfare of the departmental faculty.
- (4) To nurture faculty growth within his/her department.
- (5) To encourage participation in professional organizations for the benefit of the academic program of the department.
- (6) To plan with each faculty member his/her workload (3.3.1) on an annual basis and assign appropriate duties.

- (7) To review faculty evaluations, reports of tenure review, and to recommend merit increases/decreases based on productivity and regular reviews.
 - (8) To attempt to resolve disputes and to follow the policies and procedures relative to the grievance procedure.
- b. Staff issues:
- (1) To be responsible for the preparation of job descriptions of personnel under his/her jurisdiction unless these are included in this or the *employee handbooks*.
 - (2) To recruit and supervise departmental staff. Seventh-day Adventist staff are actively recruited and given preference in hiring.
- c. Management:
- (1) To be responsible for strategic planning for his/her department congruent with school and University strategic planning.
 - (2) To chair the departmental committee and encourage participation of teachers and students in the decision process.
 - (3) To make an annual report to the dean and prepare such other reports as requested.
 - (4) To inform persons employed within the department about University policy.
 - (5) To serve on the department chair's council or similar entity of the school.
 - (6) To promote the department's image and reputation within the University, community, and profession.
 - (7) Recommended limitations: to serve on no more than four ongoing sponsorships, commissions, committees, and study groups within the University structure outside of the department.
- d. Facilities, equipment, and library collection
- (1) To make recommendations to the dean with regard to space and equipment needs.
 - (2) To supervise the expenditure of approved equipment and library budgets within University policies.

- (3) To be responsible for care and protection of all facilities assigned to the department, and to initiate requests for repairs as needed.
- e. Budget:
- (1) To develop the budget in consultation with the office of the dean and submit it for approval to the dean at the time requested.
 - (2) To be responsible for expenditures within the budget.
 - (3) To maximize appropriate sources of external revenue.
- f. To perform such other duties as assigned by the dean.

3.6.0 Professional Leaves

A leave granted by the University is available to full-time faculty employed by the University (FT/U). A professional leave is not granted automatically but is contingent on the fiscal and personnel resources of the University, the school, and the department, or financial support from other than University sources.

3.6.1 Study leave

A study leave may be granted to enable a faculty member to pursue an advanced degree or postdoctoral training.

- a. A [leave application form](#) is submitted to the department chair. Approval of the dean and the President's Committee is required, and in the case of a leave request for six (6) months or longer or in an open-ended return from leave situation, approval of the Board of Trustees or its Executive Committee is also required.
- b. The faculty member working toward an advanced degree may or may not be continued on full salary and benefits and reimbursed for educational expenses as agreed upon at the time of the request.
- c. The faculty member engaged in postdoctoral training (in the United States or abroad) may be reimbursed for travel to the off-campus location and return, books and miscellaneous fees, and housing only for himself/herself unless this is provided by the host institution. Family members who accompany the faculty member are not eligible for reimbursement for travel and housing expenses.
- d. A report on the study leave is made to the dean annually, or, if applicable, at the end of the quarter.
- e. The dean of the school is responsible for notifying the President's Committee of the return from a leave.

3.6.2 Sabbatical leave

A sabbatical leave may be granted a faculty member for a maximum of one calendar year to enable him/her to devote full time to increasing knowledge and/or scholarly productivity while the University continues his/her full salary unless this is covered by a fellowship grant.

- a. The applicant for a sabbatical is required to process the leave application form and include an outline of the proposed activities. Approval of the Board of Trustees is required.
- b. A faculty member may request a sabbatical leave of one quarter or a summer after eight quarters of full-time service to the University, or a sabbatical leave of one year after six years of full-time service.
- c. Reimbursement may be granted for travel to the off-campus location (in the United States or abroad), books and miscellaneous fees, and housing only for the faculty member unless this is provided by the host institution. Family members who accompany the faculty member are not eligible for reimbursement for travel and housing expenses.
- d. A written report of the activities undertaken during the sabbatical is submitted to the school dean upon termination of the sabbatical leave.

3.6.3 Service leave

A service leave may be granted for a faculty member to pursue professional employment elsewhere for the purposes of academic growth and/or training.

- a. The applicant for a service leave is required to process the leave application form. Approval of the Board of Trustees is required.
- b. Continuation of salary, benefits, and retirement service credit are negotiable.

3.6.4. Personal leave - See policy [Paid Leave and Sick Leave Provisions for Exempt \(Salaried\) Staff Employees.](#)

3.7.0 Advanced Education

The purpose of this policy is to provide a faculty member or prospective appointee desiring leave for study toward an advanced degree or financial assistance for further education submits a request to the chair of their department. Additional, individual school policies may apply.

3.7.1 Eligibility and Application for advanced education

A faculty member, under the following specifications, may be eligible to receive reimbursement for certain expenses incurred in earning the doctoral degree.

a. Eligibility

- (1) The faculty member is a full-time University employee.
- (2) Ordinarily, a faculty member with rank above instructor does not pursue a degree from Loma Linda University. In unusual circumstances this may be done with the approval of the deans of the schools involved.
- (3) The processing of an advanced education reimbursement agreement form through the dean is required if the leave is for six months or longer.
- (4) Reimbursement has been approved by the office of the president prior to negotiations for employment by the University.
- (5) The doctoral degree was earned entirely at the expense of the faculty member within a reasonable time, as determined by each school, prior to date of employment by the University.
- (6) Financial support in the form of salary received while doctoral studies were pursued assumes that the faculty member did not earn the degree entirely at their own expense and thus the faculty member would be ineligible for further University reimbursement.
- (7) The dean of a school is responsible for recording in the President's Committee minutes the return from leave or the termination of a program of advanced education.

3.7.2 Reimbursement

- a. Reimbursement is not made until after the degree has been conferred.
- b. Reimbursement at the current authorized rate covers educational expenses such as tuition and fees plus living costs.
- c. Reimbursement may be made in a single payment, or in 20 percent annual installments over a five-year period. If the reimbursement is made as a single payment, it will be amortized over a five-year period beginning with the date of University employment. Should the recipient leave University employment before the five-year period is completed, the unamortized balance is to be repaid.

3.7.3 Agreements and finances for advanced study

This policy applies only to those faculty who are employed by the University (FT/U); faculty employed by other entities are governed by the terms and conditions of their employing entity.

A faculty member or prospective appointee whose study leave is approved by the Board of Trustees receives as an allowance an amount covering up to a maximum of the following:

- a. Full salary and regular allowance appropriate to the rank they hold at the time the leave is granted, or if they are without rank, the rank to which they would be entitled within school policy at the time the leave is granted.
- b. Tuition and travel expenses for him/her to and returning from the college or university in which the study is authorized. The expense of moving household goods is the responsibility of the faculty member or appointee. A faculty or staff member who has been authorized to pursue advanced study at a nearby institution may be reimbursed for mileage to and from the college or university at a reduced rate or a portion of the expenses for a second domicile (70 percent of mileage).
- c. The actual cost of essential textbooks as approved by the dean of the school.
- d. Health and compensation insurance for the appointee who is eligible for this.
- e. Special allowance of up to one-half of the University per diem allowance when separated from her/his family, thus increasing the family's living expense.

3.7.4 Written contract

A written contract is entered into with the University by means of an Advanced Education Reimbursement Agreement, in which the faculty member or prospective appointee agrees to subsequently serve the University. Should another institution request their employment prior to the completion of the amortization, it assumes liability for payment of the unamortized balance. Each quarter of full-time study support will be amortized by four quarters of service to the University while each quarter of half-time study support will be amortized by two quarters of service, up to a maximum of five years. Each quarter of support for faculty who also continue to work full-time while studying will be amortized by one quarter of service, up to a maximum of five years. The amortization period will be prorated for part-time faculty.

Programs for amortization of other levels and types of support may be approved by the dean of a school in accord with the spirit of the foregoing plans. The faculty member continues in the same scale in rank and salary bracket during the time of their study leave.

Arrangements for intramural education (at Loma Linda University) are on the same basis as extramural, including the negotiation of the written Agreement, except that the department or school in which the faculty member enrolls receives credit for tuition and fees.

3.7.5 Reimbursements of expense for advanced degrees

The expenses of the advanced education, including salary, less any grants-in-aid, are charged to graduate study accounts receivable. All study leave expenses covered by policy are reported on the regular expense report form, recorded as part of the advanced education reimbursement agreement. When the advanced degree is earned or at such time as the faculty member or prospective appointee declares in writing to the dean of the school that he no longer is a candidate for the degree, the amortization of the receivable will start according to policy.

At the conclusion of the study leave, the faculty member or prospective appointee provides an itemized list of expenses incurred during the leave and agrees on a total amount to be amortized. Amortization is at the rate of 20 percent per year or as adjusted by the school administration depending on the amount of indebtedness. (Department budgets should include the amount of amortization.)

If a faculty member fails to render service for the full period of amortization, the dean notifies the senior vice president for financial affairs who arranges for payment of the unamortized balance of the account. Interest is charged after discontinuation at a rate stipulated in the Agreement until the account has been settled.

Should the University discontinue for cause the employment of the faculty member or prospective appointee before the total sums advanced have been amortized or change the plan for employment in a manner so unacceptable to the person involved as to cause them to resign from the position which has been offered to them, the faculty member or prospective appointee is responsible to reimburse the University for the unamortized balance at a rate stipulated in the agreement until the account has been settled.

3.7.6 Grants for advanced education

If LLU sends a trainee for further education and they receive tuition and/or living stipend from their training institution, LLU is to be notified of said support and adjustments will be made to the coverage by LLU. The grant is assessed at the prevailing rate to cover payments to Social Security and to the retirement fund.

3.7.7 Budget provision

Plans for advanced education for which budgetary provision is needed are included in the general budget of the school for each fiscal year that such expense is to be met, and official approval, as far as possible, is obtained before the beginning of the fiscal year in which the leave is to be effective. Inclusion in the budget does not in itself constitute official approval of the plan, and no commitments are made to a teacher concerning educational plans until official approval has been obtained.

3.7.8 Retirement service credit

- a. Service credit, available only to those full-time faculty who are in University employ [FT/U: Group A], toward retirement accumulates during a University supported or nonsupported leave for study. Upon return to the University, credit is given up to a maximum of two years.

- b. Service credit toward retirement also accumulates for a faculty appointee during a period of study for which reimbursement is paid according to [Professional Leaves](#), section 1. The stipulations of the North American Division working policy apply, including the two-year limitation.

3.8.0 Professional membership and travel allowances

3.8.1 Organization memberships

- a. The University encourages the membership and participation of faculty and staff members in professional and public service types of community organizations.
- b. Where such memberships are considered to be advantageous to the University, the school pays dues for personal memberships from funds budgeted for this purpose upon authorization of the dean, within the budget limitations.
- c. Specific identification of any organization with the University is limited to those organizations in which the University and/or its entities have membership or which are of recognized standing in education or the professions.

3.8.2 Travel Policy

Administration entities of the University whose faculty and staff are expected to travel on business for the institution budget adequate funds for travel and hold to authorized limits. (See [Travel](#) and [Travel Procedures](#))

- a. The University's policy is to pay for necessary and reasonable travel expenses incurred for authorized University business by employees, students and approved non-employees. The intent of this policy is that such payments be fair and equitable to both the traveler and the University and consistent with federal and state regulations.
- b. All travel must be approved by completing a travel application form. For group trips, a travel application must be approved for each person who will be submitting expenses for reimbursement or cash advances.
- c. Travel expenses are to be reported and approved in accordance with the [Expense Reports](#) and [Expense Reports Procedures](#). All travel expenses must be adequately documented in accordance with Internal Revenue Service Accountable Plan rules and LLU procedures.
- d. All travel shall be by the most economical means taking into account good utilization of personal time and trip requirements. When travel costs will be charged to a sponsored project, the terms of the applicable award may take precedence.

- e. The University will pay a standard rate per mile for official travel by private automobile based on the actual driving distance by the most direct route, plus other allowed automobile-related expenses.
- f. An individual's personal expense for meals shall be covered through a per diem allowance. Per diem is payable only when travel requires an employee to be away from home overnight.

All advance payments (whether paid directly to supplier or to the traveler) and cash advances must be reported on the traveler's expense report. If they are not reported on an expense report submitted in accordance with the [Expense Reports](#) policy within 60 days after completion of the travel, advance payments and cash advances will be reported as taxable income to the employee, in accordance with Internal Revenue Service guidance. Employees are still responsible for reporting expenses or repaying advance. See [Travel](#) and [Travel Procedures](#) for details.

3.8.3 Flight by private aircraft

University policy regarding flight by administrators, faculty, staff and students on private aircraft, whether owned or rented can be found under [Privately Owned Aircraft](#).

3.8.4 Special travel

A person invited to attend the autumn or spring councils, the quinquennial sessions of the General Conference, or other meetings sponsored by the Seventh-day Adventist church secures authorization as above unless they are members of the General Conference Committee. Travel expenses are reimbursed by the University.

3.9.0 Reimbursement for outside instructional personnel

3.9.1 Guest lecturers

Honoraria for guest lecturers are approved in advance by the dean of the school. The amount paid is based on an annually established fee schedule.

3.9.2 Consultants

Consultants in academic and nonacademic areas receive reimbursement based on an annually established fee schedule listing the range of recommended daily stipends.

3.9.3 Contract teachers

Contract teachers are reimbursed according to a school's annually established contract teaching scale, which takes into consideration the qualifications of the teacher and the number of class units. Further adjustments may be made if the teacher's functions also include supervision of directed study or laboratory instruction.

3.9.4 Continuing education lecturers

Continuing education lecturers are not reimbursed according to any of the previously mentioned fee schedules, but lecturers' stipends as well as overhead costs are covered by the fees charged the class participants.

3.9.5 Method of reimbursement

In order to comply with regulations of the Internal Revenue Service, it is essential to process reimbursements through the regular University payroll channels.

3.10 Course materials

All course materials (Syllabi, notes, presentations, videos, online management systems, electronic means of learning produced by a faculty member primarily for the use of students of a school of the University, are considered to be the property of the University. Revenue from the publication or sale of such course materials of any kind accrues to the department of which the author is a member. The policy on royalties applies if the faculty member receives royalty income from the sale of teaching notes (see [Intellectual Properties and Derived Royalties](#)).

3.11.0 Copying and off-air recording policy

3.11.1 What is a copyright?

A copyright is legal recognition that the original works of an author, artist, or composer are entitled to a limited monopoly. A copyright owner has the right to exploit and copy the work and to prevent others from doing so without paying a royalty. The copyright protects such works as writing, music, artwork, and computer programs. (The copyright on works created during employment at LLU are covered by the University's Intellectual Property Policy contained in the *Faculty Handbook*.)

3.11.2 What is the scope of copyright coverage?

Works created since January 1, 1978 are protected for the life of the author plus another 70 years. A work made for hire, i.e., a work created by an employee, is protected for 95 years after its publication or 120 years after its creation, whichever ends sooner. For works created before 1978 the term varies depending on several factors outlined in chapter 3 of the Copyright Act (title 17 of the *United States Code*).

a. A copyright protects a variety of works:

- (1) literary works (including, but not limited to, textbooks and journal articles, etc.);
- (2) musical works, including lyrics;
- (3) dramatic works, including music;
- (4) pantomimes and choreographic works;
- (5) pictorial, graphic, and sculptural works;
- (6) motion pictures, videos, and slides;
- (7) sound recordings;

- (8) computer software;
- (9) architecture.

All that is required is an original work of authorship. Even a professor's lecture notes could be copyrighted. The work must be tangible; stored in a computer or written, recorded, or drawn.

- b. The copyright owner holds the right to
 - (1) reproduce the copies of the work
 - (2) prepare derivative works based on the copyrighted work
 - (3) distribute copies of the copyrighted work to the public by sale, gift, rental, or lending
 - (4) publicly perform or display the work

Copyright protects the expression of an idea, not the idea itself. An idea, procedure, concept, discovery, or fact cannot be copyrighted. A researcher cannot copyright a discovery, but can copyright a journal article after the discovery. Patent laws may protect the discovery.

3.11.3 Permissible uses of copyrighted or other material

A person or institution may use or copy a work without the owner's permission in the following cases: (1) works that were not copyrighted; (2) those whose copyrights are expired; or (3) created by the federal government.

A legal concept called the Doctrine of Fair Use allows the copy of works on a limited basis for teaching, scholarship, and criticism. Libraries and archives may make limited copies. Certain performances and displays are allowed for teaching or religious purposes. The fair uses permissible within the University without written permission are detailed below along with legal limits on such uses.

Ideally, instructors are able to plan ahead for the use of copyrighted materials for personal research and as student learning materials and obtain appropriate written permission. Student learning materials may include lecture notes, classroom or conference or discussion group handouts, or tutorial notes, whether distributed on paper or through electronic media e.g. Web pages on a campus intranet or on the public internet, E-mail, etc. Copying of such materials includes photocopying, electronic scanning, keyboard entry into computer-based word processing or E-mail programs for electronic distribution.

3.11.4 Copying for classroom and research use

Copying of copyrighted materials for student learning and research use without written permission may occur in the following instances:

- a. Single copying for teachers

Single copies may be made of any of the following by or for teachers at their individual request for scholarly research or use in teaching or preparation to teach a class:

- (1) One chapter from a book;
- (2) An article from a periodical, journal, or newspaper;
- (3) A short story, short essay, or short poem, whether or not from a collective work;
- (4) A chart, graph, diagram, drawing, cartoon, or picture from a book, periodical, or newspaper.

b. Multiple copies for student learning (not to exceed in any event more than one copy per pupil in a course) may be made by or for the teacher giving the course for student learning use or discussion; provided that the following three criteria are met:

- (1) The copying meets the tests of brevity and spontaneity as defined below;
- (2) The copying meets the cumulative effect test as defined below;
- (3) Each copy includes a notice of copyright. An example is "*this material may be protected by Copyright law (title 17, US Code).*"

c. Definitions*

(1) Brevity

- (a) *Prose*: (1) Either a complete article, story or essay of less than 2,500 words, (usually varies 3-8 pages depending on size of page and type) or (2) an excerpt from any prose work of not more than 1,000 words or 10 percent of the work, whichever is greater.
- (b) *Illustration*: One chart, graph, diagram, drawing, cartoon, or picture per book or per periodical issue.
- (c) *Poetry*: (1) A complete poem if less than 250 words and if printed on not more than two pages or, (2) from a longer poem, an excerpt of not more than 250 words.
- (d) *"Special" works*: Certain works in poetry, prose, or in "poetic prose" which often combine language with illustrations and which are intended sometimes for children and at other times for a more general audience that fall short of 2,500 words in their entirety. Paragraph "ii" above notwithstanding such "special works" may not be reproduced in their entirety; however, an excerpt comprising not more than two of the published pages of such special work and containing not more than 10 percent of the words found in the text thereof, may be reproduced.

- (2) Spontaneity
 - (a) The copying is at the instance and inspiration of the individual teacher, and
 - (b) The inspiration and decision to use the work and the moment of its use for maximum teaching effectiveness are so close in time that it would be unreasonable to expect a timely reply to a request for permission.
- (3) Cumulative effect
 - (a) Copying of the material is for only one course in the school in which the copies are made.
 - (b) Not more than one short poem, article, story, essay, or two excerpts may be copied from the same author, not more than three from the same collective work or more than three from the same collective work or periodical volume during one class term.
 - (c) There shall not be more than nine instances of such multiple copying for one course during one class term.

** [The limitations stated in 3. (b) and (c) above shall not apply to current news periodicals and newspapers and current news sections of other periodicals.]*

d. Prohibitions as to a. and b. above

Notwithstanding any of the above, the following uses are prohibited ***without written permission*** from the copyright owner:

- (1) Use of copying to create or to replace or substitute for anthologies, compilations, or collective work. Such replacement or substitution would be considered so, whether copies of various works or excerpts therefrom are accumulated or reproduced and used separately.
- (2) Copying of or from works intended to be "consumable" in the course of study or of teaching. These include workbooks, exercises, standardized tests, and test booklets and answer sheets, for example.
- (3) Use of copying (a) to substitute for the purchase of books, publishers' reprints, or periodicals; (b) which is directed by any level of University administration; (c) which is to be repeated with respect to the same item by the same teacher from term to term; (d) will include a charge to the student only for the actual cost of the copying.

3.11.5 Off-air taping of broadcasts

Loma Linda University recognizes the educational benefits of some commercial and noncommercial television programs. Tapes of such broadcasts shown to classes may enhance the quality of instruction. The off-air recording of commercial and noncommercial television broadcasts is strictly controlled by law and violation of that law can result in assessment of damages, attorneys' fees, civil fines, and imprisonment. The University therefore adopts the following guidelines in compliance with the Doctrine of Fair Use.

- a. A broadcast program may be recorded off-air simultaneously with broadcast transmission (including simultaneous cable retransmission) and retained by the University for a period not to exceed the first forty-five (45) consecutive calendar days after date of recording. Upon conclusion of the retention period, the off-air recording must be erased or destroyed immediately. "Broadcast programs" are television programs transmitted by television stations for reception by the general public without charge. Programs on paid television shall not be recorded for use by the University. The University library media center may record news programs off the air and retain them as part of their archives.
- b. Off-air recordings may be used once by individual teachers in a course of teaching activities relevant to the subject matter of the recorded program, and use may be repeated only once when instructional reinforcement is necessary, in classrooms and similar places devoted to instruction within a campus, during the first ten (10) consecutive school days in the forty-five (45) calendar-day retention period. "School days" are school session days – not counting weekends, holidays, vacations, examination periods, or other scheduled interruptions within the forty-five (45) calendar-day retention period.
- c. Off-air recordings may be made only at the request of and use by individual teachers and may not be recorded in anticipation of request. No broadcast program may be recorded off-air more than once at the request of the same teacher, regardless of the number of times the program may be broadcast.
- d. A limited number of copies may be reproduced from each off-air recording to meet the legitimate needs of teachers under these guidelines. Each such additional copy shall be subject to all provisions governing the original recording, including erasures.
- e. After the first 10 consecutive school days, off-air recordings may be used up to the end of the 45 calendar-day retention period only for teacher evaluation purposes, i.e., to determine whether or not to include the broadcast program in the teaching curriculum, and may not be used for student exhibitions, or any other nonevaluation purpose without authorization by the copyright owner.
- f. Off-air recordings need not be used in their entirety, but the recorded programs may not be altered from their original content, i.e., the integrity of the program must remain intact. Off-air recordings may not be physically or electronically

combined or merged to constitute teaching anthologies or compilations.

- g. All copies of off-air recordings must include copyright notices of the broadcast program as recorded.
- h. Commercially-produced videos, slides, or computer software may not be copied and used for classroom teaching, other presentations, or personal use without written permission from the copyright owner.

3.11.6 Copying and use of computer programs

Computer software is tangible material and can be copyrighted. The Doctrine of Fair Use applies to computer programs.

a. Permissible uses of copyrighted software

The following uses of copyrighted software owned by or licensed to the University or its faculty are permissible:

- (1) copying it by using it in a computer's memory;
- (2) making one backup or archival copy;
- (3) making adaptations in order to use a particular machine;
- (4) lending it; and
- (5) selling it; in which case the backup or archival copy must be destroyed.

b. Prohibited uses of copyrighted software

The following uses of copyrighted software are prohibited by law without the permission of the copyright owner:

- (1) making copies for gift or sale;
- (2) copying a computer program purchased for use at the University in order to use it at home; or
- (3) copying a computer program purchased for use in one department or school for use in another department or school. A site license should be negotiated to allow multiple uses on campus;

3.11.7 Penalties for copyright violations are severe

- a. A faculty member, employee, or student who violates the law or this policy is subject to University discipline and disciplinary processes.
- b. Violation of copyright law can result in a legal action for an injunction, confiscation, or copyright materials and monetary damages. A person or institution who infringes a registered copyright may also be subject to attorney's fees and costs in enforcement actions.
- c. Criminal penalties can be imposed for willful violations of a copyright for a

financial or commercial nature.

- d. Various schools of the University are expected to establish the program control procedures to maintain the letter and spirit of the guidelines.

3.11.8 Library reserve guidelines

At the request of a faculty member, a library may copy and place on reserve, excerpts from copyrighted words in its collection in accordance with guidelines similar to those governing formal classroom distribution for face-to-face teaching. The University believes that these guidelines apply to the library reserve shelf to the extent it functions as an extension of classroom readings or reflects an individual student's right to copy for their personal scholastic use under the Doctrine of Fair Use. In general, a library may copy materials from its collection for reserve room use for the convenience of students both in preparing class assignments and in pursuing informal educational activities which higher education requires, such as advanced independent study and research. Photocopies from a faculty member's personal collection may be placed on library reserve if it otherwise meets the requirements of fair use.

If the request calls for only one copy to be placed on reserve, the library may photocopy an entire article, or an entire chapter from a book or an entire poem.

The negotiated safe-harbor guidelines for classroom uses are in many ways inappropriate for the college and university level. "Brevity" simply cannot mean the same thing in terms of grade-school readings that it does for more advanced research. Because University professors were not specifically represented in the negotiation of the classroom guidelines, the American Library Association published Model Policy Concerning College and University Photocopying for Classroom Research and Library Reserve Use (the "model policy").

- a. Requests for multiple copies on reserve should meet the following guidelines:
 - (1) The amount of material should be reasonable in relation to the total amount of material assigned for one term of a course taking into account the nature of the course, its subject matter and level.
 - (2) The number of copies should be reasonable in light of the number of students enrolled, the difficulty and timing of assignments, and the number of other courses which may assign the same material.
 - (3) The material should contain a notice of copyright. The effect of photocopying the material should not be detrimental to the market for the work. (In general, the library should own at least one copy of the work.)
 - (4) The reserve placement of the copyrighted material must not be repeated every quarter.

b. A faculty member's requests for multiple copies to be placed on reserve should meet the following guidelines:

- (1) The amount of material should be reasonable, if it's supplemental.
- (2) The number of copies should be reasonable based on size of the class.
- (3) The material should contain a notice of copyright and the effect should not be detrimental to the market for the work.

Also, in general, the library should own a copy of the work.

From: *ALA Model Policy for Classroom, Research and Library Reserve Use, 1982.*

c. Electronic reserves service is an extension of traditional print-based library services and will be provided with application of the same fair use guidelines. Additionally, e-reserves services will observe the following guidelines:

- (1) Copyright permission needs to be secured before posting. Reposting of the same material for use in a subsequent quarter requires a new permission.
- (2) License terms and conditions must grant permission to post the copyrighted work in an e-reserves environment.
- (3) Scanned paper materials to create e-reserves copies must be taken from original, legal copies of the work either purchased by the institution or instructor.
- (4) E-reserves are not a substitute for the purchase of textbooks (or coursepacks).
- (5) Access to the e-reserve content for a particular class will be removed when the term concludes.

From: Copyright Clearance Center, *Using Electronic Reserves: Guidelines and Best Practices for Copyright Compliance*

3.12.0 University information systems

3.12.1 General Use

The information systems at Loma Linda University have been provided to serve the educational, clinical, research, and administrative activities of students, faculty, staff, and administration. In order to foster optimum availability of the University computers, information, and networked resources to all members of the University community, the following guidelines and policies are provided.

3.12.2 Scope

- a. These policies govern the use of all computers, networked devices and servers owned by the university or LLUH, all cloud services contracted by the university or LLUH and all privately owned computers that are connected to the LLUH network, or that access information stored on the LLUH computers or servers.
- b. All users of University facilities are expected to be familiar with these guidelines and policies and abide by them.

3.12.3 Intended uses of the University's computers and information systems.

The University faculty, staff, students and administrators are encouraged to use the computers systems for the following purposes.

- a. Activities furthering the teaching and learning mission of the University.
- b. Activities furthering research and the discovery of new knowledge related to health science education and other disciplines within Loma Linda University.
- c. Activities that facilitate the provision of clinical practice and health care within the scope of the University's mission.
- d. Activities managing the business and administrative operations of the University.
- e. All other activities are ancillary to the mission of the university and are therefore discouraged.

3.12.4 General user responsibilities

All users are expected to adhere to the following appropriate-use guidelines

- a. Obtain and secure username and passwords for each system to which access is desired. Username and passwords will be assigned to faculty, staff and students. Others may obtain University accounts based on need and availability. The University monitors and tracks electronic activity of each of its systems by use of the username and password. Each individual is expected to obtain and use their own username and password.
- b. Access systems using only the username and passwords which have been assigned directly to you. Sharing of usernames and passwords is a violation of [Information Systems](#) security.
- c. Report any security lapse to the LLU Helpdesk or the director of university networks. Any user who becomes aware of unethical or forbidden use of LLU computer resources, including receipt of obscene or harassing messages, is required to notify the systems administrator for his/her local work area, or the

dean of the school, or the vice president for information systems.

3.12.5 Inappropriate uses of the University's computers and information systems.

The following activities may compromise the security or privacy of information or compromise the functionality of the University network or computer systems. Users of the University's computer and information resources must not engage in.

- a. Any activity that disrupts the computers or networks, or that causes slowdown in the activities of others. This includes sending unsolicited email unrelated to the University's mission.
- b. Any activity that does not comply with the mission of LLU, policies of LLU, or is incompatible with Christian and ethical values. This includes viewing, storing or transferring information that contains obscene, offensive, indecent, lewd or pornographic material.
- c. Use of LLU computer systems for commercial uses, except by approved outside organizations. Such prohibited uses include, but are not limited to, development of programs, data processing or computation for commercial use, and preparation and presentation of advertising material.
- d. Promotion of political causes.

3.12.6 University ownership and access to computer files

- a. Loma Linda University is the owner of all information and data stored on its computer systems.
- b. LLU administrators and computing personnel shall respect the privacy of data that is stored on individual computers, email accounts, and in secured server areas. LLU administration or computing staff will access files only for the following purposes:
 - (1) To complete University business or academic functions when the primary user of the system is not available.
 - (2) If necessary, to perform system diagnostic procedures.
 - (3) To examine accounts that are suspected of unauthorized use or misuse.
 - (4) To comply with governmental and legal requests.

3.12.7 Schools and other entities may provide additional policies and/or guidelines for use of LLU computers as such policies and guidelines relate to the mission of the school or other entity.

3.12.8 Remedies

Violations of the University computer and information system policies or of any local, state, or federal laws relating to computer use can lead to discipline ranging from suspension to dismissal from the University and/or criminal prosecution.

3.12.9 University email system

Email is available to students, faculty, staff, administrators, and approved others, by authorization of the school or other entity with which they are primarily associated.

Email is provided to facilitate the communication that advances the mission of the University. Email should be professional and directed to specific individuals. The sending of mass email (spamming) is limited to a select few individuals. The University vice presidents are each authorized to send mass emails for information regarding their area of University-wide responsibility. The Office of the Dean for each school is authorized to send mass email to the faculty, staff or students of that school. All other mass emails are prohibited.

3.12.10 Public Web pages

Loma Linda University public Web pages are intended to communicate public information to prospective and current students and their families, current patients and their families, professional colleagues, church leaders and members, government leaders, the media, historians, other educational institutions and medical centers. Individuals wishing to post information to the web should contact the Web-content editor in the area in which they work.

Web-content editors are responsible for working directly with the office of University Relations to ensure that Web pages are consistent with the University's policy, mission and graphic standards.

NOTE: No employee of the University shall place University information, University seals or other University content on external Web servers without the advanced written consent of the office of the senior vice president for advancement.

3.12.11 LLU secured portal and internal Web pages

The University maintains a secured portal to facilitate internal and secured communication. These pages are prepared and maintained by designees of the originating administrator, school, department, program, center, or association for use by students, faculty, staff, and approved others.

Approved others must have recognized status on campus and be working or studying on campus for a definable period of time (required by many software licensing agreements). Requests to set up a secured portal presence should be submitted in writing to the Blackboard administrator.

3.13.0 University subpoena policy

Whenever an officer, faculty, staff, or other employee of the University is served with a subpoena that relates to University business (except for student records), the subpoena should be submitted to the office of legal counsel before the University makes its response. Time is of the essence in responding to a subpoena because of strict deadlines required by law.

Time is of the essence in responding to a subpoena because of strict deadlines required by law. Therefore submission to the Office of Legal Counsel, the Dean of the School, or the appropriate University officer for review should be immediate and should not be delayed for any reason.

3.14.0 Communication with accrediting organizations

3.14.1 Western Association of Schools and Colleges Senior College and University Commission (WSCUC)

- a. The president or his/her appointee serves as the accreditation liaison officer to work with the Commission and its staff on matters of accreditation as described in the current WSCUC Handbook of Accreditation.
- b. Communication with WSCUC by administration, faculty and students takes place under the guidelines in the current WSCUC Complaints and Third-Party Comments Policy. (See #1 note below).

3.14.2 Programmatic Accrediting Organizations

- a. Communications with programmatic accrediting or approving organizations by administration, faculty or students takes place under the guidelines of the specific accrediting or approving organization.
- b. The dean of the school or director of the program shall serve as the liaison officer for the school or program. The liaison officer will keep the president or provost and/or the dean informed regarding accreditation matters for the school or program.
- c. Faculty, students or members of the public are encouraged to provide the dean or program coordinator and the Provost's office with copies of and other information relating to complaints regarding the school or program being lodged with accrediting or approving organizations.

3.14.3 Issues relating to public affairs

The Provost collaborates with the senior vice president for advancement on issues that arise that may relate to public relation activities. Reviewed and approved by the Provost Policy

#1. See below excerpts from the WSCUC's Complaints and Third-Party Comments Policy accessed October 11, 2018.

“The Commission values information provided by students, employees, and others in determining whether an institution’s performance is consistent with the Standards of Accreditation (the Standards) and Commission policies and procedures” (p. 1).
“Complaints must draw into question a member institution’s adherence to one or more of the Standards of Accreditation or policies with adequate supporting materials. Complaints that meet this requirement will be shared with the subject institution and become part of a formal review process meeting the requirements of federal regulations (see 34 CFR 602.23©(1))” (p. 1). Policy Expectations

“The Commission’s complaint and comment procedures are for the purpose of identifying and addressing institutional noncompliance with the Standards or policies. Thus, the Commission will not interpose itself as an adjudicatory or grievance-resolving body in individual matters between the institution and its employees, students, or other community members” (p. 2).

“Commission’s investigation and ultimate action are not intended to be used to obtain a reversal of an institution’s decisions with respect to a complainant’s grievance or discipline, if any. The complaint and third-party comment process and any action taken as a result thereof is solely to ensure that the Commission’s member institutions are operating in accordance with the Standards and policies” (p. 2).

“The Commission recognizes the importance of resolving complaints as promptly as feasible, consistent with fairness to the complainant and the institution. After acknowledging receipt of the complaint, Commission staff will review the complaint within 45 calendar days from receipt of the complaint to determine if it contains reasonably supportable allegations calling into question the institution’s compliance with Commission Accreditation Standards or policies” (p. 4).

3.15.0 Questionnaires, directories, student/faculty lists

3.15.1 University Replies for Questionnaires and Directories

- a. The preparation and editing of entries in selected directories and questionnaires in which descriptions of the University as a whole are to be given is the function of the Office of the President or designee.
- b. Answers to questionnaires relating to the regular business of entities of the University do not require additional authorization.

3.15.2 School-Related Questionnaires

- a. Intramural or extramural questionnaires directed to faculty members, including those specifically addressed to department chairs, require the authorization of the Dean of the School involved, except as agreements may exist permitting direct distribution. Surveys/questionnaires that would involve faculties in more than one school and/or University support staff require the authorization of the President of the University.

- b. Surveys/questionnaires directed to students require the authorization of the Dean of the School involved, except as agreements may exist with department chairs and/or faculty members. Surveys/ questionnaires that would involve the students in more than one school require the authorization of the President of the University.

3.15.3 Student and Faculty Lists

- a. Lists of students with their addresses: if a listing of the entire student body is requested, the list may not be given to anyone outside the University unless authorized by the Dean of the School.
- b. Lists of faculty with their addresses: if a listing of the entire University faculty is requested, the list may not be given to anyone outside the University unless authorized by the Dean of the School or the Office of the President.

3.16.0 Keys

These policies and procedures are intended to allow access to University property by those who have proper authority, while maintaining the maximum security possible.

- a. Keys will be issued only to those individuals who have a regular need for them.
- b. Keys are issued only in the name of individuals.
- c. Keys must not be duplicated.
- d. Keys must not be transferred between employees.
- e. Keys will be confiscated promptly from individuals who are unauthorized holders.
- f. When an individual leaves the services of the University, all keys will be returned to the University as part of the termination procedure.
- g. Keys may be obtained from Campus Maintenance by taking a completed Lock and Key Order to their location. Approval authority will be:
 - (1) Dean of the school or designee for those facilities operated by that school.
 - (2) Director of the foundation for the foundation facilities.
 - (3) Director of the library for the library facility.
 - (4) Director of the power plant for the power plant facility.
 - (5) The University president for the Magan Hall building.

- (6) The dean of student affairs for the dormitories.
- (7) Senior VP for Financial Affairs for all other areas not covered in (1) - (7) above.

3.17.0 University property and equipment

Each employee is directly responsible for the proper care of University property, equipment, and vehicles placed in his/her charge. Such property shall be used in a safe and proper manner. The employee shall immediately notify his/her immediate supervisor of any mission property, malfunction of equipment, or damage to University property. The University reserves the right to hold an employee responsible for destruction or damage to University property caused by an employee's negligent or willful acts or omissions. Each employee should be aware that it is her/her duty to minimize University insurance claims.

3.18.0 Personal Property

The University assumes no responsibility for loss or damage to personal property when brought to work unless authorized by administration and specifically endorsed to LLU's property insurance policy.

3.19.0 Salesmen and Distribution of Literature

3.19.1 Clearance

- a. Before going to any department of the University, salesmen are required to obtain clearance as follows: from a school's financial officer or the campus purchasing officer.
- b. Equipment or other articles for sale may not be left in a department on a trial basis unless clearance is obtained from the respective administrator.

3.19.2 Restrictions

- a. Oral solicitation or the distribution of literature by any person is prohibited on properties of Loma Linda University.
- b. Signs posted at the entrance of all University parking lots and other appropriate places are to read: "Visitors are prohibited from any solicitation or distribution of literature on Loma Linda University property."
- c. University staff may not sell goods to other staff during working hours.

3.20.0 Solicitation and vending

Employees are expected to maintain a proper professional image and to avoid business activities for personal benefit during office hours. For the purpose of reducing interruptions which are caused by the promotion and/or sale of products, the University maintains a "no solicitation and vending" policy except where specific authorization is granted by administration. Violations of

this policy are subject to disciplinary action.

3.21.0 Endorsement

No employee may endorse or imply endorsement of any product, service, business, or political candidate in the name of Loma Linda University unless specifically authorized to do so in writing by the appropriate administrators. This applies to relationships with outside organizations, use of stationery to make statements regarding products, services, or issues and any dealings or communications that could imply endorsement by Loma Linda University.

3.22.0 Parking

Convenient parking is limited at Loma Linda University and Medical Center. There is not enough space available to assure everyone a close parking space. You are welcome to park within time limits on adjacent streets or in parking lots not reserved for special use; however, [all parking lots on the LLUH Campus require a permit](#). Parking permits are issued by the department of parking & traffic services. Because of limited parking space, it is important that all employees park where assigned, arrive early enough to find a parking space, and avoid parking in crosswalks, red zones, or restricted areas (i.e., loading zones, handicapped parking areas, etc.).

Vehicles parked in violation of the University and Medical Center traffic and parking regulations will be sited.

3.23.0 Personal Phone/Electronic Device Usage

The purpose of this policy is to promote a safe and productive work environment.

3.23.1 Definition

For purposes of this policy, the term “cell phone” is defined as any handheld electronic device with the ability to receive and/or transmit voice, text, or data messages without a cable connection. This policy outlines the use of personal phone calls and electronic device usage while at work. Personal communications of any type shall not be excessive or disruptive to the work setting.

3.23.2 Personal Telephone Calls and Cell Phone Use

Personal phone usage while at work, regardless of the phone used, can interfere with employee productivity and can be distracting to others. Employees are encouraged to make personal calls during non-work time where possible and to ensure that friends and family members are aware of LLU policy.

- a. Personal telephone calls to employees during working hours shall be limited to being brief and necessary.
- b. Personal calls, text messaging, viewing or uploading social media postings, answering personal emails, etc., by or to employees should be done: Personal Phone/Electronic Device Usage

- (1) During meal or break time.
 - (2) Away from the work area and patient care areas where applicable.
 - (3) Utilizing a personal phone, unless otherwise authorized. No personal calls shall be charged to LLU.
- c. If cell phones are kept “on” in work and/or patient care areas, the following conditions shall be met:
- (1) Employees, staff, and dentists/physicians shall obey the “No Touch Rule,” which is that potentially transmitting devices of any sort must never touch a medical device.
 - (2) Cell-phone users shall follow the “3 Foot Rule,” which is that cell phones must be kept at least an “arm’s length” (3 feet or 1 meter) from active medical devices while in use. A phone may be closer than 3 feet when no call is in progress
 - (3) Employees, staff and dentists/physicians shall not use their personal phones to take pictures, video or audio recordings of patients, students, or other employees.
- d. All employees are expected to follow applicable state or federal laws or regulations regarding the use of cell phones at all times.

Employees whose job responsibilities include regular or occasional driving and who are issued a cell phone for business use are expected to refrain from using their phone while driving – use of a cell phone while driving is not required by LLU. Safety must come before all other concerns. Regardless of the circumstances, including slow or stopped traffic, employees are required to pull off to the side of the road and safely stop the vehicle before placing or accepting a call or use hands-free operations.

3.23.3 LLU Phones/Fax Machines

Use of LLU phone and fax machines shall be limited to business only, unless approved by a supervisor. Music and Electronic Devices in Work Area Personal use of radios, MP3 players, or other electronic devices shall be prohibited in public and clinical areas so that there is no interference with workflow or preferences of other employees. Violation of Policy Inappropriate use and/or violation of this policy will be subject to disciplinary action up to and including termination of employment.

3.24.0 Public affairs

The University’s public affairs program is administered by the office of the senior vice president for advancement, located in Magan Hall, ext. 44544. All news released for local and national

media are released through this office. No information about Loma Linda University is to be released to the press without clearance from this office.

3.25.0 Security

The department of security exists to promote and enforce a safe environment for everyone on the LLU campus day and night. Security officers are on duty 24 hours a day. The extension of the security office is 44319. (<https://one.lluh.org/vip/Departments/LLUSS-Departments/Security>)

3.26.0 Safety management program

At LLU we value and respect our employees. Therefore, we are committed to providing a safe environment for all faculty, students, staff, and visitors. In keeping with this commitment, we have established and maintain a University-wide safety management program. An important component of the program is the prevention of illness and injuring among University employees. The safety program, along with University safety policies and department-specific safety policies/procedures in designed to promote active participation by department heads and employees in helping to maintain a strong occupational health and safety environment.

The University safety management program exists to promote and enforce a safe environment for everyone on the LLU campus day and night. While all department heads are responsible for safety within their respective areas, three directors have the responsibility and authority to implement and administer the safety program. These functions are performed through the following offices:

3.26.1 The Office of Hazardous Materials Safety (OHMS).

This office coordinates everything having to do with hazardous materials – from advice on purchasing to disposal. The office extension is 44913.

3.26.2 The Office of Radiation Safety (ORS).

This office deals with safety in areas dealing with radioactive materials and radiation-producing equipment like the proton accelerator and X-ray machines. The office extension is 44913.

3.26.3 The Office of Loss Control/Safety.

This office is a part of the risk management department. The safety office is responsible for general and fire safety, and safety education and training. The office extension is 44917.

The directors of safety, OHMS, and ORS -- in conjunction with the University Safety Committee, various other committees and subcommittees, and the University administration -- develop and administer policies and procedures to protect the safety and health of our employees. University personnel are encouraged to cooperate and share ideas and information through the safety coordinators in their departments or areas.

Some aspects of the safety program are the injury and illness prevention program, safety inspections, safety suggestions, training (including new employee orientation and yearly updates), the safety coordinator program, accident investigation, and record-keeping.

While recognizing the physical and mental impact of health and safety policies, the University believes an excellent health and safety record also promotes improved productivity. Employees (faculty/staff/students) are the foundation of the University's health and safety policy. It is a condition of employment that each employee shall conduct his/her work in a safe and healthful manner and shall be individually responsible for compliance with all the requirements of the safety management program. This includes, but is not limited to, participating in all required safety training, performing one's jobs in a safe manner, following proper blood-borne pathogen and tuberculosis precautions, observing hazardous materials and radiation safety precaution, wearing personal protective equipment as appropriate; and incorporating sound ergonomics in performing job requirements.

The University safety program is explained in detail in the *Safety Management Manual*. This manual is available through your school or department.

3.27.0 Care of Children

Employees are to refrain from bringing their children into work areas on a regular basis. When minor children are on University grounds, in waiting rooms, offices, or lobbies, they are to be adequately supervised at all times. Children behaving in a rowdy, unruly manner will be required to leave the premises. An employee's failure to adequately provide supervision for his/her children on a routine basis may be considered sufficient cause for termination.

2020
LOMA LINDA UNIVERSITY
FACULTY HANDBOOK

Chapter 4
Student policies

CHAPTER 4 Student policies

(Note: faculty are responsible for information contained in the bulletin of the school(s) in which they hold faculty appointment(s).)

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4.1.0 Student Name

4.1.1 Family Education Rights and Privacy Act (FERPA)

Copies of the Family Educational Rights and Privacy Act of 1974, amendments subsequent to this act, and HEW guidelines are available in the office of the dean of each school and the vice president for enrollment management and student services. Following is Loma Linda University's policy for meeting the requirements of the Family Educational Rights and Privacy Act (FERPA).

a. Definitions.

Student – any person who attends or has attended LLU.

Education record – any record (in handwriting, print, tapes, film, or other medium) maintained by Loma Linda University or an agent of the University which is directly related to a student, except:

- (1) A personal record kept by a staff member if it is kept in the sole possession of the maker of the record and is not accessible or revealed to any other person except a temporary substitute for the maker of the record.
- (2) An employment record of an individual whose employment is not contingent on the fact that he or she is a student, provided the record is used only in relation to the individual's employment.
- (3) Records maintained by the Loma Linda University security unit if the record is maintained solely for law enforcement purposes, is revealed only to law enforcement agencies of the same jurisdiction, and the unit does not have access to education records maintained by the University.
- (4) Records maintained by the health service if the records are used only for treatment of a student and made available only to those persons providing the treatment.
- (5) Alumni records which contain information about a student after he or she is no longer in attendance at the University and which do not relate to the person as a student.

b. Annual notification.

Students will be notified of the FERPA rights annually by publication in the *Student Handbook*.

c. Procedure to inspect education records.

A student has the right to inspect and review official records, files, and data directly related to him/her kept by any entity of the University, except for all records compiled on a basis of confidentiality prior to January 1, 1975. Students may inspect and review their education records upon written request to the appropriate record custodian.

Students should submit to the record custodian or an appropriate University staff person a written request which identifies as precisely as possible the record or records he or she wishes to inspect. The record custodian or an appropriate University staff person will make the needed arrangements for access as promptly as possible and notify the student of the time and place where the records may be inspected. Access must be given in 45 days or less from the receipt of the request.

When a record contains information about more than one student, the student may inspect and review only the records which relate to him/her.

Right of University to refuse access: Loma Linda University reserves the right to refuse to permit a student to inspect the following records:

- (1) The financial statement of the student's parents.
- (2) Letters and statements of recommendation for which the student has waived his/her right of access, or which were placed in file before January 1, 1975.
- (3) Records connected with an application to attend Loma Linda University or a component unit of Loma Linda University if that application was denied.
- (4) Those records which are excluded from the FERPA definition of education records.

d. Refusal to provide copies.

Loma Linda University reserves the right to deny transcripts from other institutions or copies of records not required to be made available by the FERPA in any of the following situations:

- (1) The student has an unpaid financial obligation to the University.
- (2) There is an unresolved disciplinary action against the student.

e. Fees for copies of records.

If a student desires copies of material in his/her file, this will be done at a charge of one dollar per page.

f. Types, locations, and custodians of education records.

The following is a list of the types of records that the University maintains, their locations, and their custodians

<u>Types</u>	<u>Location</u>	<u>Custodian</u>
Admission records	Dean for admissions school to which application was made	Admissions office of records
Cumulative academic records	Office of University records Student Services Center 11139 Anderson Street	Director of records
Miscellaneous academic records	Office of the school deans	School deans
Financial records	Student Finance Center Student Services Center 11139 Anderson Street	Director of student finance
Disciplinary records	Office of the school deans	School deans

g. Disclosure of education records.

Loma Linda University will disclose information from a student's education record only with the written consent of the student, *except*:

- (1) To school officials who have a legitimate educational interest in the records.

A school official is:

- (a) A person employed by the University in an administrative, supervisory, academic or research, or support staff position.
- (b) A person elected to the Board of Trustees.
- (c) A person employed by or under contract to the University to perform a special task, such as the attorney or auditor.

A school official has a legitimate educational interest if the official is:

- (a) Performing a task that is specified in his or her position description or by a contract agreement.
- (b) Performing a task related to a student's education.
- (c) Performing a task related to the discipline of a student.

- (d) Providing a service or benefit relating to the student or student's family, such as health care, counseling, job placement, or financial aid.
- (2) To officials of another school, upon request, in which a student seeks or intends to enroll.
- (3) To certain officials of the U.S. Department of Education, the Comptroller General, and state and local educational authorities, in connection with certain state or federally supported education programs.
- (4) In connection with a student's request for or receipt of financial aid, as necessary to determine the eligibility, amount or conditions of the financial aid, or to enforce the terms and conditions of the aid.
- (5) If required by a state law requiring disclosure that was adopted before November 19, 1974.
- (6) To organizations conducting certain studies for or on behalf of the University.
- (7) To accrediting organizations to carry out their functions.
- (8) To comply with a judicial order or a lawfully issued subpoena.
- (9) To appropriate parties in a health or safety emergency.
- (10) To the General Conference of Seventh-day Adventists listing Seventh-day Adventist students by division so the appropriate General Conference representative can contact them about church employment upon graduation. Also, such lists will be provided to Seventh-day Adventist conference offices in the U.S. who are wanting to recruit health professionals to work in their conference.

h. Record of requests for disclosure.

Loma Linda University will maintain a record of all requests for and/or disclosure of information from a student's education records. The record will indicate the name of the party making the request, any additional party to whom it may be redisclosed, and the legitimate interest the party had in requesting or obtaining the information. The record may be reviewed by the eligible student.

i. Directory information.

The University has classified the following as student directory information which may be released: name, address (permanent and local), photograph, marital status (married/single), birth date, school, program, class, previous

college, and telephone number. Directory information will only be released by the academic/dean's office of the school in which the student is enrolled. All requests for directory information received by any other office of the University will be transferred to the appropriate school office. If a student has requested that LLU withhold such information, the employee who takes the call can take a message to give directly to the student. The student can then decide whether or not to contact the caller.

j. Correction of education records.

The University provides an opportunity for students to challenge records that may be thought to be inaccurate, misleading or otherwise inappropriate. The procedure for challenge is as follows:

- (1) The first action will be informal discussion. If this does not prove satisfactory, student may –
- (2) Submit a written statement to be attached to the file copy, making their position clear. If this does not prove satisfactory, students may –
- (3) Make a request in writing to the administrative officer responsible for the records, requesting that the portion of the records in question be expunged or altered, together with the reason for the request. The administrative officer will process the request through the dean of the school.
- (4) The final procedure is an appeal to the Executive Committee of the student's school. This must be accomplished within a reasonable period of time. Except during vacation periods when appropriate officers may not be available. A reasonable period is construed as being no longer than fifteen (15) working days. The decision of the appeal will be rendered in writing.

4.2.0 Entrance procedures

4.2.1 Application and admission

- a. The procedures for application and the specific requirements for admission to the schools of the University are outlined in the University Catalog. Acceptance of an applicant is contingent upon the full satisfaction of these requirements.
- b. An applicant is not restricted from applying to more than one school of the University, or to more than one program within a school; however, each school requires the payment of the application fee.
- c. A student who, without prior approval by the school, discontinues studies in a school or is absent for more than one year, is subject to the entrance requirements in force at the time of re-entrance.

- d. A student who has been discontinued from a school of the University, either permanently or probationally, for reasons of professional ineptitude or other academic problems which would make the student an unsatisfactory candidate for a degree from that school, may not be allowed admission in another school of the University unless approved by its dean in consultation with the dean of the former school. The Office of University Records is to be notified of the student's discontinuance so that registration in another school may be delayed until such clearance is obtained.
- e. Admission to conjoint or combined-degrees programs requires regular admission to both schools prior to status in a conjoint or combined degrees program. Both schools involved in conjoint or combined-degrees programs keep complete files of application, admission, progress, and graduation records.
- f. The Office of University Records provides information on students in conjoint or combined programs in the Registration Status Report.

4.2.2 English proficiency

- a. Regardless of nationality or citizenship, applicants who have completed three years of secondary education of which the language of instruction was English or who have completed significant college education in English (typically, a minimum of one full year) are exempted from taking a test of English proficiency. Applicants to Loma Linda University programs in which the language of instruction is not English are exempted from taking a test of English proficiency.
- b. Applicants who do not satisfy the exemption conditions stated in a. above are required to take one of the English proficiency examinations listed below and achieve the indicated minimum score.

	<u>Minimum Score</u>
Test of English as a Foreign Language (TOEFL), paper based	550
Test of English as a Foreign Language (TOEFL), computer based	213
Test of English as a Foreign Language (TOEFL), internet based	80
International English Language Testing System (IELTS)	6.5
Michigan English Language Assessment Battery (MELAB)	77

- c. Requests to waive the requirement for an approved test of English proficiency for an individual applicant must be submitted to the school's admission committee. The request must include adequate justification for the waiver, and the school's decision must be communicated to the University's Office of Admissions. An applicant may not be offered acceptance before the waiver request is approved.

4.2.3 Mathematics Entrance Requirements

Entrance requirements for mathematics vary between academic programs of study and are often mandated by national and regional professional accrediting bodies; therefore, please refer to school specific sections of the University Catalog.

It is recommended that all students preparing for careers in the health sciences take three years of high school mathematics (Algebra I, Geometry, Algebra II), or College Algebra, or Statistics; with a grade of "C" or better.

High school transcripts may be required at the time of application for admissions and will be evaluated for mathematics proficiency as required by each program of study at Loma Linda University.

4.2.4 Non-U.S. students

Immigration documents are furnished only after a student has been accepted by a school or at the request of the dean of a school for visiting faculty and scholars. Evidence that the student is financially able to support himself/herself for the entire period of anticipated stay in the United States while pursuing a full course of study is required prior to issuance of visa documents, in harmony with the United States government regulations.

Canadian credits:

- a. A four-year baccalaureate degree from any Canadian university is accepted as equivalent to an American baccalaureate degree. Specific prerequisites required by programs must be met on a course-by-course basis.
- b. A three-year baccalaureate degree from a Canadian university is not accepted as equivalent to an American baccalaureate degree even though the student entered the degree program with grade 13 from Ontario or British Columbia, or senior matriculation from those provinces offering it, or one year from Memorial University in Newfoundland. Prerequisites for professional and graduate programs must be met.
- c. If the student has not obtained a degree from a Canadian university his/her program will be evaluated on a course-by-course basis and equated to Loma Linda University expectations.
- d. Credits for Ontario post high school courses in grade 13 prepare a student for freshman admission.

4.2.5 High school transcripts

Students are required to furnish evidence (transcripts, GED, CHSPE, or equivalent) of completion of high school to be granted admission to undergraduate programs in

schools of the University. Those students who hold an associate degree from a regionally accredited college/university upon admission do not need to furnish a high school transcript, unless required to validate specific course work.

4.2.6 Registration

- a. A student is not permitted to attend a course without being registered for that course unless an exception is granted by the dean of the school in which the student is accepted.
- b. A student through the registration process and with the consent of the teacher may opt to audit certain courses but not participate in any laboratory experience which may be part of the course requirements; in this case the transcript carries the designation AU. This option does not include a predominantly laboratory experience course.
- c. A student who registers later than the scheduled regular registration date is charged a late registration fee. A student may not register for a course later than the ending date of late registration that is published in the University Course Schedule. For special cases, when a student is prohibited by unavoidable circumstances, to register on time, the dean of his/her school may grant permission for the student to register at a later time. In such cases, the dean will send written notification of the situation to both the Office of Student Finance and the Office of University Records. This notification should be sent before the close of late registration, whenever possible.
- d. For students with financial difficulties that would prevent them from registering on time, the Dean of the School in which the student is enrolled, may file a financial plan with the Student Finance Office which allows the student to register on time.
- e. Registration for a course may be canceled at any time up to the fourteenth calendar day of any quarter.

4.2.7 Required documents

Official final transcripts documenting completion of all course work taken between the time of applications and matriculation must be received within the first quarter of enrollment. Subsequent enrollment is contingent upon the previous submission of all official final transcripts. Financial aid may be dependent upon receipt of official final transcripts.

- a. AACRAO definition of an "official transcript": Normally a transcript that has been received directly from the issuing institution. An official transcript should include the institution seal or its facsimile, date of issue, and an appropriate signature or facsimile.

- b. International students can be evaluated on the basis of having previewed an unofficial copy of student's transcripts, but on the condition that the school receive official transcripts before the admission is granted. This is in accordance with U.S. immigration regulations and applies to international students both on and off campus.
- c. Applicants to programs that require a bachelor's degree must submit documentation (e.g., letter from registrar, school dean, or designee) of completion of bachelor's degree prior to matriculation.

4.2.8 Student's official name

- a. The official name for a student is the name the student submits on the original application to the University.
- b. A student may change his/her name during attendance at Loma Linda University by submitting a *Request for Change of Name on University Records* form to the Office of University Records along with appropriate documentation. (See Name Change Policy: F-7.)
- c. Maiden name (where applicable) may be used as a second name.

The above name as recorded in the student's record will be used for all University records such as:

Registration forms
 Grade reports
 Transcripts
 Graduation program
 Diploma or Certificate of Completion of Graduation

4.3.0 Academic credit

4.3.1 Unit of credit

"Except as provided in 34-CFR 668.8(k) and (l), a credit hour is an amount of work represented in established equivalency that reasonable approximates not less than—

- a. One hour [50 minutes] of classroom or direct faculty instruction and a minimum of two hours [up to three hours may be expected] of out of class student work each week for approximately . . . ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or
- b. At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution including laboratory work [100 minutes when outside preparation required or 150 minutes when no outside preparation required], internships, practica, studio work, and other academic work leading to the award of credit hours." 34 CFR 600.2

4.3.2 Direct instruction:

The amount of time a faculty member personally interacts with students within the context of the classroom. Historically, this has been equated with the lecture format. However, any online activity that the instructor of record actively facilitates that is planned with a documented pedagogical purpose counts as direct instruction. The estimated minutes for online direct instruction are to be based on the average expectation for an individual student.

- a. *Lecture*: A learning environment in which an informative talk is given; teacher addresses students.
- b. *Graduate seminar*: A learning environment in which a group of supervised graduate students are doing research or advanced study on a given topic; students are engaged in presenting their own findings/understanding to the instructor and one another.
- c. *Web-based instruction*: A learning environment in which all instruction—or any portion— in the course occurs via the internet with instructor initiated substantive interaction each week of the course. For, specific activities that meet the criteria of direct instruction online, please refer to the [Distance Education Instructor Guide](#).

4.3.3 Glossary of Terms:

- a. *Lecture*: A learning discussion or recitation:

A learning environment in which there is conversation or discourse that looks at various aspects of the subject under consideration; students engage in conversation with teacher and one another.
- b. Field Practicum/clinic

A learning environment in which students are actively engaged in provision of services to patients or clients and provides students with an opportunity to demonstrate their ability to synthesize and integrate prior learning into real-life settings. It is structured differently across the LLU programs and can integrate the clinical education into the classroom coursework
- c. Field Trip:

A learning situation in which students are taken to a specific off campus location for the purpose of illustrating or demonstrating important concepts presented in lecture.
- d. Independent Study:

“A student follows a course of study and works with a faculty member to decide how a student will meet defined course objectives. Both agree on what the student will do (e.g., readings, research, and work products), how the students work will be evaluated, and the timeframe for completion. The student must interact with the faculty member on a regular and substantive basis to assure progress within the course.” 18-19 *FSA Handbook* p. 2-30.

e. Laboratory:

Courses with limited group instruction where the main focus is on “hands-on” experience.

4.3.4 Normal workloads

- a. A full-time undergraduate student program should normally be 14 to 16 units, and, if full-time, no less than 12 units.
- b. A full-time graduate program is normally 8 units, not to exceed 12 units. Considerable excess allowed on grounds of student ability should be subject to special analysis and approval.

4.3.5 Academic credit for particular experiences

Schedule Type	Minimum Hours Per Week*	
	Undergraduate	Graduate/Professional
Direct Instruction	1	1
Discussion or Recitation		2
Laboratory	3	3
Field Practicum/Clinical	3	3
Field Trip	4	4
Independent Study	3	4

*Based on a minimum of 10 weeks or the equivalent (e.g., 2 hours per week for 5 weeks).

4.3.6 Course delivery modes:

See [Distance Education](#) policy for definitions other than face-to-face.

- Face-to-face
- Correspondence
- Distance education
- Hybrid correspondence
- Hybrid distance education
- Web-enhanced face-to-face

4.3.7 Course numbers

Courses are numbered as follows to indicate the level of the course and the type of credit it carries:

001 - 099	Nondegree-applicable credit
101 - 299	Lower division
301 - 499	Upper division
501 - 599*	Graduate
601 - 699	Graduate course seminar, research, thesis or dissertation
701 - 899	Professional and clinical
901 - 999**	Continuing education without academic credit

* 500 level course work may not apply toward a baccalaureate degree unless it is approved by the instructor and both deans (dean of the school offering the course and the school in which the student is enrolled) giving permission and provided the credit does not apply toward both an undergraduate and graduate degree. Approval is not needed if the course is part of a coordinated program.

**Continuing education courses are further identified by the prefix ending in "CE". Undergraduate 900-level courses are used to satisfy the certificate requirement only and are not applicable toward a degree program at LLU.

4.3.8 Advanced standing for undergraduate seniors

A senior in an undergraduate curriculum who otherwise meets all requirements for graduate standing may be allowed to take graduate courses for graduate credit simultaneously with courses that complete bachelor's degree requirements if this does not constitute an overload. In keeping with the [Academic Status policy](#) 1.c, no more than a cumulative 12 graduate units may be completed prior to awarding of the bachelor's degree.

4.3.9 Credit for instruction not on campus

Courses offered in an off-campus or extended campus setting or for an extended degree program that carry the same prefixes as do the regular on-campus courses are fully applicable toward degree requirements. This policy applies to undergraduate, graduate, and postgraduate courses.

4.3.10 Enrichment programs

Some workshops or courses may not qualify for academic credit, as determined by the school.

4.3.11 Waiver of a required course

A student may request the waiver of a requirement if prior course work or experience fulfills the requirement but does not qualify for transfer of credit. An examination may be required.

- a. The minimum passing performance must be the equivalent of a C grade for undergraduate and a B for graduate courses. Grades of C- and B-, respectively, are not acceptable.
- b. Requests to waive a requirement are made to the dean of the school offering the course and must be petitioned before the final quarter of residence.
- c. The maximum amount of course work that may be waived is determined by each school.
- d. A waiver does not reduce the credit hour or residency requirements.
- e. A waiver examination does not carry academic credit and may not be repeated.
- f. A testing fee for a waiver examination is required as specified in the school bulletin.

4.3.12 Credit by examination

For certain courses offered by the University, a student in an undergraduate degree program may earn credit by passing an equivalency examination administered by the appropriate school and department. Such an examination is at least equal in scope and difficulty to a final examination in the course and may include materials supplied by CLEP or other agencies.

A graduate program should be used to acquire new knowledge. Since the purpose of credit by examination is to validate prior knowledge learned, graduate credit may not be earned by examination. If a required course in the degree program is a repeat of prior learning, a student may request a waiver (see item 7 of this policy) thus making it possible for a student to take elective courses that would increase their knowledge.

- a. A currently enrolled student in a degree program at LLU desiring credit by equivalency examination petitions the dean of the school offering the course and, upon approval, pays a testing fee as specified in the bulletin.
- b. Equivalency examinations may not duplicate credit already earned through course work including courses taken for audit.
- c. A grade of S (Satisfactory) is given only after the student has completed one quarter or the equivalent at this University, and has earned 12 units of credit with a grade point average of at least 2.0 in undergraduate courses.
- d. Units earned by equivalency may not be used as part of the enrolled load.

- e. Equivalency examinations must be taken before the final quarter of residence.
- f. The maximum amount of credit that may be earned by examination is determined by each school but may not exceed a maximum of 20% of the units required for the degree.

4.3.13 Validation of non-course program requirements

Validation of completion of non-course program requirements such as BCLS, ACLS, etc. is to be submitted using the *Non-Course Program Requirement* form. Documentation should be current within six months of graduation. No fee will be assessed.

4.3.14 Dual or shared credit

Academic credit from a course applied to two degrees in a conjoint or combined degrees relationship from this University is defined as dual or shared credit.

- a. In doctoral and master's degrees in different disciplines and in conjoint or combined relation, dual or shared credit should not exceed 18 units. Amounts greater than this may be granted upon petition.
- b. In two doctoral programs having conjoint or combined relation, dual or shared credit should not exceed 36 units. Amounts greater than this may be granted upon petition.
- c. Three units of religion credit may be a part of the shared or dual credit.
- d. The usual policies related to acceptable grades and grade averages apply to dual or shared credit.
- e. In bachelor's degrees and graduate degrees involving the same or different disciplines, dual or shared credit should not exceed nine (9) units. Amounts greater than this may be granted upon request.
- f. The purpose of certificate programs is to provide a special body of knowledge, most often outside the major field. In those instances where an individual certificate may be earned en route to the completion of a degree bearing the same name, all of the courses may count toward one certificate a single time. In no case may a single course be counted toward more than one certificate and degree combination irrespective of the name of the certificate or degree.

4.3.15 Directed/Independent study

Independent study may be undertaken subject to the consent of the department chair and/or the office of the dean of the student's school. The student is responsible for completion of the Directed/Independent Study Title Request Form in addition to the regular registration. University policy limits directed study to 12 quarter units of undergraduate credit and 8 units of graduate credit in a degree program. Individual

programs may further limit these units. The office of the dean of the student's school should be consulted regarding limits on credit earned through independent study. Independent study is to be completed in adequate time before graduation to allow recording in the Office of University Records.

Directed/Independent Study is:

- a. Offered to provide opportunity for a student to have a special academic experience beyond that offered in his/her regular classwork.
- b. Supervised by one faculty member with expertise in the area of study.
- c. Evaluated according to specific goals prescribed in a document of agreement, which includes:
 - i a description of the work to be done,
 - ii the basis of grading,
 - iii the number of credits to be awarded, and
 - iv an agreed schedule for student-teacher contacts.

Courses appearing in a school's Bulletin shall always be taken under their own course number regardless of class size.

4.3.16 Courses taken for audit cannot be repeated for credit.

4.4.0 Transfer Credit

4.4.1 Undergraduate Programs

Definitions:

Transfer Credit: Academic credit earned at an accredited college or university other than Loma Linda University and applied toward a degree program at Loma Linda University.

Extramural credit: Academic credit earned at another accredited college or university after matriculating to Loma Linda University, for the purpose of transferring the credit to Loma Linda University to apply toward a degree program.

CHEA: Council for Higher Education accreditation- <https://www.chea.org/>

USDE: United States Department of Education

a. Introduction

All undergraduate students at Loma Linda University are by design, transfer students. Thus, a conscientious effort has been made to create a student-oriented transfer process. The foremost goal is a policy that provides a strong focus toward serving students.

b. Authority for Policy

The Office of University Records is charged with procedural responsibilities for implementing this policy and determines the transferability of all courses and equivalency of non-major courses (e.g., general education courses). Individual schools will be responsible for student appeals regarding the appropriateness of the course content as it applies to a specific program.

c. Credit Accepted in Transfer

The Office of University Records will determine the transferability of courses according to University policy and standard transfer practices of accredited higher education institutions in the United States. The transferring institution's course classification (remedial, undergraduate, graduate of a course and California statewide articulation numbers (C-ID), where available, will be used as a guide. In no case will a higher level of credit be awarded than designated by the issuing institution.

Extramural credit is to receive prior approval by the Records to ensure that courses meet transfer standards before the student enrolls in the selected course(s). (See [Residency Requirements for LLU Degrees](#)). Official transcripts documenting the completion of extramural credit is to be received by the University Records no later than 15 business days prior to the end of the term in which the degree is to be awarded.

Transfer credit involves at least three considerations:¹

- (1) Educational quality of the learning experience which the student seeks to transfer;
- (2) Comparability of the nature, content and level of the learning experience to that offered by LLU; and
- (3) Appropriateness and applicability of the learning experience to the program offered by LLU in light of the student's learning goals.

Accreditation addresses the first consideration. Careful attention is given to courses from U.S. institutions accredited by organizations recognized by the USDE and CHEA. Accreditation does not address questions about comparability of the nature, content and level of potential transfer credit. Courses should be reviewed on their learning outcomes and the existence of valid evaluation measures, including third-party expert review. Based on this criteria:

¹ The following draws on the *Joint Statement on the Transfer and Award of Credit* issued by the American Council on Education (ACE), Association of Collegiate Registrars and Admission Officers (AACRAO), and the Council of Higher Education Accreditation (CHEA).

- d. Generally, credit for comparable courses earned in traditional classroom activities is accepted as transfer. The University may require a written, oral, or practical examination in any course for which transfer credit is requested. In such cases, an examination fee may be required.
- e. The purpose of general education requirements is to broaden knowledge beyond what is required in the baccalaureate field of study. For this reason, general education courses are expected to be completed in an institution providing liberal arts versus a career-focused institution in which courses may be taught with emphasis unique to a specific vocation.
- f. Schools/programs may set time limitations in which a specific discipline is acceptable for transfer. For example, anatomy and physiology must be taken within five years of matriculation into the program.
- g. No transfer credit is given for a course briefly addressing the chief topics of a broad field of knowledge if taken after a more comprehensive course on the topic. For example, a one-quarter survey/introductory physics course taken after general physics sequence or any portion of the sequence.
- h. A minimum grade of "C" (2.0) is required for all courses accepted for transfer credit. Grades of "C-" or below are not acceptable. Courses taken for pass/fail (S/U) will be accepted if the institution from which it was taken states in their catalog and/or notes on the transcript that a pass is equivalent to grade of "C" (2.0) or better. If it is equivalent to a grade of "C-", the course will not transfer.
- i. A maximum of 105 quarter units of lower-division credit will be accepted from junior/community colleges accredited by a USDE- or CHEA-recognized accrediting organization.
- j. Credit is accepted for vocation-specific courses to count toward units required in baccalaureate degree completion programs based on the following criteria:
 - (1) the school/program is recognized by the same programmatic accreditation organization that accredits the LLU program in the same discipline,
 - (2) the student has successfully passed the same program-specific licensure required of graduates of the LLU program,
 - (3) the course is substantially equivalent to course work at LLU,
 - (4) the courses are applicable² to the LLU degree program to which the student is applying/currently enrolled, and must be within the 105 quarter-unit limit accepted from a junior/community college.

² "All degrees awarded by the institution are clearly defined in terms of entry-level requirements and levels of student achievement necessary for graduation that represent more than simply an accumulation of courses or credits." WSCUC CFR 2.2

Units transferred are based on actual units earned as posted on the awarding institution's transcript—for a maximum of 50 quarter units. Only units for didactic courses are transferred—no clinical courses.

- k. Credit may be given for transfer from U.S. service schools carrying a baccalaureate credit recommendation in the latest [Guide to the Evaluation of Education Experiences in the Armed Services](#) provided by the American Council on Education (ACE). An official SMART or AARTS transcript must be submitted for evaluation. Credit must be for subject matter relevant² to the degree program at LLU. Credit may be awarded for physical education activity based on basic training as documented on a SMART/AARTS transcript or physical education activity waived on submission of DD-214.
- l. Credit is not awarded for extension courses not accepted toward a degree at the offering institution.
- m. Credit is not granted for the Canadian Senior Matriculation Examination taken after October 1973. No college credit is given for Ontario Academic Courses (OACs).
- n. This policy statement is from the Board of Higher Education (BHE) of the General Conference of SDA as well as from the American Association of Collegiate Registrars and Admissions Officers (AACRAO).
- o. Credit by examination (also see [Academic Credit](#), section 9)

Credit earned in high school does not transfer; however, knowledge gained during high school may receive credit by one or more of the following examinations:

- (1) Credit is granted for scores of 3, 4, or 5 on Advanced Placement (AP) examinations taken while enrolled in secondary school and submitted by the College Entrance Examination Board. The amount of credit assigned AP examinations may not duplicate credit earned in subsequent college courses covering the same or similar content. In such cases, transfer credit will be based on the latest credit earned which would be the college course(s).
- (2) Credit is granted for scores submitted by the College Board for examinations of the College Level Examination Program (CLEP) except for English composition.
 - (a). Credit for courses is granted according to recommendations by the American Council on Education (ACE).
 - (b) Students are allowed to challenge a given course by examination only once.

- (c) Students must complete all CLEP credit within six months after the posting of the initial LLU degree audit online. Credit will not be awarded:
 - (i) if previous coursework at the equivalent or at a more advanced level has been awarded or
 - (ii) for courses that have been attempted and failed.

- (3) Credit is granted for scores of 5, 6, or 7 earned on International Baccalaureat (IB) Examinations for higher-level subject examinations. General elective credit only is given. In other words, it does not fulfill specific subject requirements. For example, credit in physics may fulfill elective credit in natural sciences, but does not fulfill a requirement for a general physics sequence. No credit is granted for “standard” or “subsidiary” level subjects.

- (4) General Certificate of Education Advanced Level (GCE A-Level) examinations administered through British, Caribbean, Hong Kong, Singapore and African country examining boards with a grade of C or higher may be considered for transfer credit on a course-by-course basis. Up to 8 quarter units of credit may be granted per subject. A maximum of 4 quarter units may be granted for the first half of English composition for the A-level in English. Examination results must be sent directly from the examining board to LLU.

- p. Remedial, developmental education, or other non-academic level coursework is not accepted for transfer or calculated in a student's grade point average.

- q. Transfer credit does not count toward residency requirements at LLU.

- r. Institutions from which credit is accepted.
 - (1) Credit earned at U.S. Institutions

Transfer credit from degree-granting institutions accredited by a USDE- or CHEA-recognized accrediting agency will be accepted at full value on transfer to the University (e.g., a 3-unit semester course will transfer as 4.5 quarter units even if the equivalent course offered at a quarter-based institution is typically 4 units):

 - (a) If earned in a program that is comparable to a program offered by Loma Linda University; or
 - (b) If the U.S. degree-granting institution holds “candidacy” status from a recognized accreditation agency. Credit will be given for courses beginning with the first term of the academic year in which the institution was given this status; or

- (c) If credit for vocational courses is earned in a college or university that offers degree programs that are comparable to programs offered by Loma Linda University and the college or university is accredited by a programmatic accrediting body that accredits the LLU program in the same profession.
- (2) Credit Earned at International Institutions
- (a) Credit may be transferred from an international degree-granting institution recognized by the appropriate government agency (e.g., Ministry of Education) of the country in which the educational institution is located. Systems of awarding credit vary by country, therefore, the value of the units transferred will be determined upon evaluation of the transcript. Content of courses may require a course syllabus.
 - (b) To determine institutions from which LLU will accept postsecondary work, the following references are used as well as other publications recognized by American Association of Collegiate Registrars and Admissions Officers AACRAO.
 - (i) AACRO Edge (Electronic Database for Global Education)—a web- based database created and maintained by AACRAO
 - (ii) *International Handbook of Universities*—published by The International Association of Universities
 - (iii) *World Higher Education Database (WHED)*—published online by The International Association of Universities—<https://whed.net/home.php>
 - (iv) *World List of Universities*—published by The International Association of Indian Universities. Credit for English composition taken at institutions in Canada Great Britain, or Australia may be considered on a course-by-course. Identifiable credit must appear on the student’s transcript and a syllabus provided for consideration to be given.
- (3) Specific Qualifications, Requirements and Limitations Related to Transfer of Credit
- (a) All credit evaluated for transfer is subject to the following qualifications:
 - (i) Evaluation is based on the review of the primary academic transcripts of record from all institutions

attended. (In other words, evaluations are not based on another institution's evaluation of transfer credit from a third institution.)

- (ii) Loma Linda University reserves the right to evaluate not only the credit as it appears on the transcript, but also the basis on which the credit was initially awarded by the sending institution—that is, classroom experience, examination, life experiences, etc.
 - (b) The precise amount of transfer credit which is applicable toward a particular degree will be determined by the specific school and department concerned, but not to exceed limits set in this policy.
 - (c) Transfer students must meet the general education requirements that apply to all students for a degree from Loma Linda University.
 - (d) When the course description does not clearly meet a general education (GE) requirement, University Records may require a course syllabus, to include learning outcomes, schedule of topics, textbooks, etc. It is the student's/applicant's responsibility to provide this information upon request. When a GE designated requirement is defined by the GE Committee (e.g., cultural diversity), University Records may seek clarification/approval from the General Education Committee.
 - (e) Course content is to be evaluated by faculty who teach similar content at LLU or the program director for program prerequisites to determine the applicability of such coursework in satisfying degree requirements.
- (4) Applicability and Awarding Credit

All undergraduate coursework from other U.S. colleges and universities are entered into the University's student information system for evaluation. Not all courses eligible for transfer credit may apply toward degree and graduation requirements. Applicability is determined by the program a student chooses, grades received in the class, number of credits received, and content of the course, among others.

(5) Transcribing Credit

The total units of transfer courses are included in the LLU transcript summary to acknowledge the use of transfer credit in the awarding of a degree; however, the transfer courses are not listed on the LLU transcript for the following reasons:

- (a) All undergraduate level courses are entered in the student information system (see section 8 above); the system does not differentiate between courses applied toward the degree awarded and those that are not. Applied courses are identified only through the degree audit system
 - (b) The LLU transcript should not be used as validation of coursework completed elsewhere
- (6) Appeal Procedure

Students who believe this policy was not implemented accurately in the evaluation of their transfer credit may initiate an appeal with their school academic office. Appeal should be initiated within six months of the posting of the initial LLU degree audit online. However, before initiating an appeal, the student must first determine if a simple oversight has occurred and seek clarification of the policy.

4.4.2 Graduate Transfer Credit

- a. A maximum of 9 units of credit that have been previously applied to another degree program or curriculum may be accepted as transfer credit upon petition. In the case of approved combined or conjoint programs.
- b. Transfer credit may reduce the minimum requirements of credit units for a degree earned at Loma Linda University; however, residency requirements are not to be altered. The maximum number of transfer credits toward a master's degree or doctoral degree may not exceed 20 percent of the minimum credits required for the degree; amounts greater than this may be granted by the President's Committee.
- c. A minimum grade of "B" is required for all courses accepted for transfer credit. Transfer credit is normally not applicable if the course work was completed more than seven years prior to registration at Loma Linda University.
- d. Transfer-credit courses must be equivalent to courses appropriate to degree requirements as specified in the bulletins of the schools of the University.
- e. Extension credits earned at another accredited institution are not accepted for transfer credit unless approved by the dean of the school.
- f. Specific Qualifications, Requirements and Limitations Related Transfer of Credit
- g. All credit evaluated for transfer is subject to the following qualifications:
- h. Evaluation is based on the review of the primary academic transcripts of record from all institutions attended. (In other words, evaluations are not based on another institution's evaluation of transfer credit from a third institution.)

- i. Loma Linda University reserves the right to evaluate not only the credit as it appears on the transcript, but also the basis on which the credit was initially awarded by the sending institution – that is, classroom experience, examination, life experiences, etc.
- j. The precise amount of transfer credit which is applicable toward a particular degree will be determined by the specific school and department concerned.
- k. Transfer students must meet the general education requirements that apply to all students for a degree from Loma Linda University.
- l. Only credit earned with a grade of C or higher for under-graduate course work and B or higher for graduate course work will be accepted for transfer. Grades of C- and B-, respectively, are not acceptable.
- m. Appeal Procedure

Students who believe that this policy was not implemented accurately in the evaluation of their transfer credit may initiate an appeal with either the General Studies and Transfer Education Subcommittee or the specific school responsible for their program.

4.5.0 Grading

4.5.1 Grades and grade points

The following grades and grade points are used in this University. Each course taught in the schools has been approved for either a letter grade or an S/U grade, and deviations from this are not allowed.

A	4.0	Outstanding performance
A-	3.7	
B+	3.3	
B	3.0	Very good performance for undergraduate credit; satisfactory Performance for graduate credit.
B-	2.7	
C+	2.3	
C	2.0	Satisfactory performance for undergraduate credit. Minimum performance for which credit is granted toward a degree in the School of Nursing, School of Public Health, or School of Allied Health Professions.
C-	1.7	Minimum performance for which credit is granted toward a degree in the School of Dentistry or the School of Pharmacy.
D+	1.3	

D	1.0	Minimum performance for which undergraduate credit is granted, except as indicated above.
F	0.0	Failure – given for not meeting minimal performance
MS	none	Marginally satisfactory will be assigned to School of Medicine students when the course director judges that the student’s performance has met but not exceeded minimum course requirements. Grades of marginally satisfactory must be remediated if: A student is required because of grades of “Fail” to repeat course work during the subsequent academic year. If a student with a grade of “Fail” is permitted by the Academic Review Committee to repeat course work during the summer, the student need not repeat a course for which a marginally satisfactory grade was assigned; or The Academic Review Committee judges the student’s record of multiple grades of marginally satisfactory to be such that repeating those courses would provide the student with a more certain foundation for future academic and professional success.
S	none	Satisfactory performance – counted toward graduation. Equivalent to a C grade or better in undergraduate courses, or a B grade or better in graduate courses. An S grade is not computed in the grade point average. A student may request a grade of S in only a limited amount of course work as determined by the School. This is done by the student's filing with the Office of University Records the appropriate form prior to 14 calendar days before the final examination week. Once filed, the grade is not subject to change.
U	none	Unsatisfactory performance – given only when performance for an S specified course falls below a C grade level in an undergraduate course or a B grade level in a graduate course. Similar filing procedures as given above are required. The U grade is not computed in the grade point average.
S/N	none	Satisfactory performance in a clock-hour course. Not included in total units. Same grading criteria as the S grade given for a credit hour course.
U/N	none	Unsatisfactory performance in a clock-hour course. Not included in total units. Same grading criteria as the U grade given for a credit hour course.
CR	none	Credit for Credit by Examination. Counted toward graduation/units earned, but not units attempted. Such credit cannot be counted in enrollment for financial aid or immigration purposes.

NC none No Credit for unsatisfactory performance for a Credit by Examination. Does not count for any purpose.

Notations

W Withdraw – given for withdrawal from a course prior to 14 calendar days before the final examination week. Withdrawals during the first 14 calendar days of a quarter or the first 7 calendar days of a five-week summer session are not recorded if the student files with the Office of University Records the appropriate form prior to the cut-off date.

In the case of nontraditionally scheduled courses, W will be given for withdrawal from a course prior to completion of eighty percent of the course, excluding the final examination period. Withdrawals during the first 20 percent of a course, excluding the final examination period, are not recorded if the student files with the Office of University Records the appropriate form prior to the date when this 20 percent of the course is completed.

UW Unofficial Withdrawal – indicates that the student (a) discontinued class attendance after the close of registration but failed to withdraw officially or (b) did not obtain financial clearance for a continuing registration resulting from an “in progress” course.

I Incomplete – given when the majority of the course work has been completed and circumstances beyond a student’s control results in the student being unable to complete the quarter. An I notation may be changed to a grade only by the instructor before the end of the following term (excluding the summer sessions for those not in attendance during that term). Incomplete units are not calculated in the grade point average.

By the use of the petition form – available online at <https://home.llu.edu/campus-and-spiritual-life/student-services/academic-life> – the student requests an I notation from the instructor, stating the reason for the request and obtaining the signatures of the instructor, the department chair, and the dean or designee. The form is left with the instructor. The instructor will then report the I notation on the grade report form, as well as the grade which the student will receive if the deficiency is not removed within the time limit. The petition form is then filed with the Office of University Records no later than the deadline for grades to be submitted for the quarter.

The notation I is not granted as a remedy for overload, failure on final examination, absence from final examination for other than an emergency situation, or a low grade to be raised with extra work.

IP In Progress – indicates that the course has a duration of more than a single term and will be completed by the student no later than the final term of the course, not to exceed five quarters for independent study and research

courses (original quarter of registration plus four additional quarters). The student's final grade is reported on the instructor's grade report at the end of the term in which the course is completed. If the course work is not completed within the five-quarter time limit, a grade of U or F (as appropriate to the grading mode for the course) will be given.

AU	Audit – indicates registration for attendance only, with 80 percent class attendance considered a requirement. A request to change a credit course to audit or an audit course to credit may be made no later than the 14th calendar day after the beginning of a quarter or the 7th calendar day after the beginning of the five-week summer session. (This does not address short summer courses lasting only a week or two.)
AUW	Audit Withdrawal – given for withdrawing from the course or indicating that the 80 percent class attendance requirement was not observed.
Recognition	Given an undergraduate student who qualifies for the Dean's list and/or other recognition

4.5.2 Reporting of grades

- a. Course grades are due by 4:00 p.m. three school days after the end of the quarter, for courses on the standard term. Grades for nonstandard term courses are due three school days after the course end date.
- b. The official report of grades is posted to the web the evening of the due date. Once posted to the web, they are available for viewing by students and advisors.
- c. It is not the responsibility of the instructor or department to notify a student that a certain grade has been earned in a course.
- d. Courses in which one or more notations of "Incomplete" are entered will not be posted until the appropriate completed paper documentation, *Petition for Incomplete Grade*, has been received by University Records.

4.5.3 Change of grade

Faculty members are responsible for evaluating and assigning grades. A grade may not be changed except when an error has been made in arriving at or recording a grade. Such changes are acceptable up to the end of the succeeding term.

4.5.4 Repeating a course

Once grades have been posted for a course, a student wishing to improve his/her grade must repeat the course. When repeating a course, the student must attend class and laboratory sessions as ordinarily required and take all regularly scheduled examinations. The amount of tuition paid for repeated courses is determined by the school. Both the original and repeat grades will appear on the student's permanent record, but only the repeat grade and credit units are computed in the grade point average and included in

the total units earned. *A student may repeat a course only once, and no more than two courses may be repeated in a student's degree program.*

4.5.5 Transcripts

The transcript is the official copy of the student's academic record and includes all courses attempted and grades earned at the University. (See the University Catalog for more detail)

4.5.6 Retention of grade reports

Instructors are responsible for keeping grade books or records for five years after the conclusion of the course.

4.6.0 Student recognition

4.6.1 Terminology: grant, scholarship, award, fellowship, traineeship

- a. At the undergraduate level, the terms grant and scholarship are applied to awards of substantial amounts which provide support that enables students to be in school: subsistence and/or tuition costs.
 - (1) The term scholarship is reserved for awards that require a high level of academic performance as one of the criteria for eligibility.
 - (2) The term grant is used when academic distinction is not a criterion for eligibility, although acceptable scholarship is assumed.
- b. The term award is used for forms of recognition that honor past performance or accomplishment in scholarship, leadership, etc. Awards are not intended as support for further education.
- c. At the graduate and professional levels, the term fellowship corresponds to the term scholarship at the undergraduate level. The term traineeship corresponds to the term grant.

4.6.2 President's award

- a. The president's award is given annually to one student in each school as a tangible demonstration of the University's regard for and encouragement of individual accomplishment in excellent scholarship and community service within the framework of commitment to the highest ideals of the University.
- b. The nominee is recommended by the dean after consultation with the faculty.
- c. The amount of the award, which is accompanied by a certificate, is \$600 for students at the undergraduate level, and \$1,000 for students at the graduate or postgraduate level.

- d. The recipient is a student who has been in residence at the University for at least one academic year before receipt of the award.
- e. In unusual circumstances, several students from a school may share the president's award.

4.6.3 Dean's list and/or other school recognition.

The Dean's list is comprised of students who have completed at least 12 units of course work during a quarter with a grade point average of at least 3.5, with no grade lower than a B-, and with no Incomplete notation on the grade report.

4.7.0 Professional standards (Principles of Student Conduct)

The health- and science-related professions are proud of their traditional reputation for honesty and integrity. These virtues are essential for each member if these professions are to continue to maintain their position of trust within society. The establishment of codes of ethics, peer review committees, ethics committees, and other regulatory and/or advisory groups within the professions indicate a vital and continuing concern with maintaining high standards of integrity.

Professional standards provide a means of educating and training future professionals in areas of ethical conduct and are intended to aid in developing an ethical and moral awareness that will help the individual serve in an enlightened manner. In addition, the University seeks to broaden students' ethical perspectives by including a religious perspective not always found in ethical codes. By adding a spiritual foundation to the profession's ethical framework, it is anticipated that the professional's ethic will be a more completely informed ethic—one that not only reflects a proper concern for one's fellow human beings, but one that also reflects an intimate relationship with God, our Creator.

Students must conduct themselves at all times in a manner representative of their profession and school. Students share responsibility for maintaining an environment conducive to learning. Any activity that interferes with the learning processes vital to the practice of the chosen profession or that violates the integrity of the profession as a whole is not acceptable.

The following list is illustrative of the type of conduct that violates the University's expectation for student conduct and is cause for discipline up to and including dismissal. It is not an exhaustive or all-inclusive list but is stated here for purposes of illustration:

- a. Failure to respect individual rights. This include
 - (1) physically or verbally abusing any person or engaging in conduct that threatens or endangers the health, safety, or wellbeing of others;
 - (2) obstructing or disrupting the study of others; the performance of official duties by University personnel; teaching, research, disciplinary, administrative, or other functions of the University, or other authorized activities on University premises; and

- (3) slander and libel
 - (a) disrespect for individual and University property, including theft and vandalism
 - (b) refusal or failure to remediate documented unsatisfactory performance
 - (c) personal conduct that is incompatible with the standards of morality and propriety of the Seventh-day Adventist Church
 - (d) overt disharmony, subversion, or violation of the philosophy, objectives, and policies of the University—including those delineated in this handbook
 - (e) gambling or betting
 - (f) failure to obey, honor, and sustain civil law
 - (g) arrogance and insubordination
 - (h) patient abuse

Professional ethics consistent with the Christian understanding of the value and importance of all persons should be reflected in the relationships students develop with each of their patients. While clinical activities will rightfully be focused on learning, the patient's needs should always be the primary concern.

Altruism must be learned and practiced from the earliest moment of the student's program and reinforced in all aspects of the professional training. Patient abuse will not be tolerated. Patient abuse includes any behavior or act that might jeopardize the health or well-being of a patient. Examples of patient mistreatment or abuse include but are not limited to:

- a. Unsupervised and/or unauthorized treatment of a patient.
- b. Treating a patient while the student is under the influence of alcohol or drugs
- c. Failure to comply with clinic policies regarding patient treatment and documentation
- d. Failure to comply with established protocols for infection control
- e. Refusal to properly treat any patient for reasons of gender, race, color, religion, sexual orientation, national origin, financial status, handicap, or disability
- f. Patient abandonment
- g. Any breach of confidentiality, except as required by law or University policy
- h. Failure to report an observed incident of patient mistreatment or abuse

4.8.0 Dress and appearance guidelines

Members of the Loma Linda University community of scholars, including students, must maintain an appearance, at all times, which is consistent with the highest professional standards and Christian principles of cleanliness, modesty, and simplicity. The image projected to the public should be consistent with the mission and philosophy of Loma Linda University. The specifics listed below are examples of what constitutes the professional image as defined by LLU.

a. Clothing.

Modest casual wear is appropriate on campus and in class. In settings where shorts are acceptable they must be neat and at least mid-thigh in length. Sloppy clothing, tank tops, tight-fitting shorts, clothing that is torn or frayed, and bare midriffs are not considered appropriate. Words, pictures, and/or symbols displayed on clothing should be consistent with an Adventist Christian institution and sensitive to a diverse faculty, staff, and student population.

Professional attire includes: skirts or dresses of modest length or long pants (dress pants are recommended), or as specified

b. Hair and grooming.

Hair is to be neat, clean, and professional in appearance, and not to impede vision. Extreme or unnatural appearance in style or color shall not be permitted. Head coverings, unless required in the work area or worn for specific religious reasons, are not permitted.

(1) Longer hair shall be contained so as not to interfere with patient care, the operation of equipment, or other duties.

(2) Facial hair a. Mustaches and beards are to be kept clean, well-groomed, and neatly trimmed.

c. Cosmetics

(1) The emphasis is on natural appearance (e.g., eyebrows natural looking; eye shadow and mascara used in moderation.)

(2) Fingernails must be clean and neat at all times,

d. Heavily scented powders, lotions, perfumes, after shaves, etc. are not acceptable.

e. Jewelry/Accessories

(1) If an employee or student chooses to wear jewelry, professional appearance and in compliance with environmental safety is required.

- (2) Visible body piercing (except ears) and tattoos are not permitted.
- f. Clothing/Attire a. Clothes that are compatible with a business-like, professional, and safety-conscious health-care environment are required at all times. Conservative and appropriate dress is required of all employees and students.

In general, good personal hygiene and good grooming are required for an overall effect that is pleasant, professional, consistent with consumer expectations, and representative of the values of LLU.

- g. University ID badge must be worn in a visible location above the waist at all times while the student is on campus. This includes all LLUH facilities (e.g., Behavioral Health Institute, SBH Department of Social Work and Social Ecology, San Bernardino campus)

4.9.0 Standards of academic conduct

The purpose of education, especially Christian education, is to enhance intellectual, social, emotional, physical, and spiritual development of students at the same time that they are learning the skills of a profession. In the classroom, students shall be responsible to and respectful of their peers by avoiding any behavior that would disrupt the learning environment. Cheating is not tolerated. Cheating robs the student of an opportunity to learn, and undermines relationships among peers as well as students and teachers. Where cheating is known, but not confronted, it ultimately allows a toleration of dishonesty, that if carried over into professional practice may result in abuse of patients and malpractice problems. For these reasons, cheating will not be tolerated and will be dealt with as a matter of serious discipline.

Some types of violations of ethical conduct encountered in educational programs in the health-related professions are of particular concern. The following examples are illustrative but are not intended to be a complete list of concerns.

- a. Academic dishonesty

Academic dishonesty involves a willful perversion of the truth in an academic setting. Examples include, but are not limited to:

- (1) Cheating on assignments or examinations with unauthorized materials.
- (2) Copying from peers, or knowingly and willingly permitting or assisting others to copy from examinations, assignments, or lab materials.
- (3) Using unauthorized aids during examinations and quizzes.
- (4) Looking at another individual's examination or quiz in a way that appears that information is being sought.
- (5) Plagiarizing, which includes the undocumented use of sources or ideas, or either whether quoted or paraphrased, or otherwise presented as one's own.

- (6) Fabrication and/or fraudulent insertion of scholarly materials, not the product of one's own efforts, into assignments or clinical records.
- (7) Interfering in a harmful way with another's work (e.g., sabotaging laboratory work, or illicit entry or deletion of computer data).
- (8) Writing a test, or examination, or assignment for another student, or having another person wrongfully write an examination for a third party.
- (9) Misrepresenting the attendance of self or of another party in a required class, laboratory or assembly.
- (10) Altering grades or arranging for others to wrongfully alter grades on tests or examinations, instructors' records, or records of the school or University.

b. Forgery

Forgery consists of the falsifying of signatures, altering of the content of documents after they have been signed, and may include other forms of lying or intentional misrepresentation. Examples of forgery include but are not limited to:

- (1) Falsifying instructors' signatures on charts or evaluation forms.
- (2) Altering patient records, grade forms, evaluation sheets, or other documents after a signature is received.
- (3) Signing another student's name on a classroom attendance record.
- (4) Forging a person's signature on clinic records.

4.10.0 MyChart vs. personal medical record

It is important to remember NOT to use your electronic medical record system (i.e., LLEAP) sign on to access your personal medical record or that of a family member, classmate, faculty, or other individuals for whom you have no business need or assigned patient care responsibilities. Usage of the electronic medical record system is monitored continuously; and violations not only are reported to the dean's office, but they may also lead to serious consequences – including federal penalties and possible suspension or dismissal from school. You are encouraged to use MyChart to access your personal information.

4.11.0 Academic Integrity Policy

Loma Linda University seeks to educate ethical and competent professionals and scholars who are committed to the practice of honesty and the pursuit of truth. This University is committed to the following fundamental core values: compassion, integrity, excellence, freedom, justice, purity/self-control, and humility. It is expected and understood that students who apply and are admitted to Loma Linda University will be committed to these values and will choose to support them.

Personal and professional integrity are essential qualities for students and all members of the university community. Upholding the standards of professional and personal conduct includes acquiring behaviors and attitudes consistent with University values. It includes being accountable for one's own conduct as well as assuming responsibility for the professional behavior of one's colleagues.

Examples of serious breaches of integrity include, but are not limited to, lying; cheating (including plagiarism); falsifying reports, records, and the results of research. Other examples which may appear to be minor, but which constitute misrepresentations of truth, and are thus also of concern, include such things as signing someone else's name on an attendance sheet (for a required class or meeting) or signing oneself in as present and then leaving.

Assuming responsibility for the professional behavior of one's colleagues means exemplifying integrity oneself, encouraging colleagues to be honest and responsible, and refusing to ignore or cover up serious breaches of integrity such as cheating, stealing, or falsifying records. Society rightfully expects the health care professions and scientific communities to be self-governing and trustworthy. The process of becoming a member of one these trusted professions begins when a student enters the University.

4.11.1 Definitions

Loma Linda University defines academic integrity as the commitment of all members of the educational community (administration, faculty, students, and staff involved in learning, teaching, research, patient care, or service) to engage in conduct that reflects honesty, trust, fairness, mutual respect, and responsibility. (Adapted from a statement from The Center for Academic Integrity.)

4.11.2 Academic dishonesty

Academic dishonesty is an act of deliberate deceit in the fulfillment of a student's obligations to the academic community. It includes, but is not limited to, the failure to observe rules of fairness in taking exams or writing papers, plagiarism, fabrication and cheating.

- a. Plagiarism is the act of presenting the work of another as if it were one's own. It includes quoting, paraphrasing, summarizing or utilizing material from the Internet or from books, articles in periodicals, magazines and newspapers without appropriate citation. However, any unacknowledged use of another's ideas constitutes plagiarism, including the use of papers written by other students, interviews, radio or TV broadcasts, and any published or unpublished materials (e.g. letters, pamphlets, leaflets, notes or documents).
- b. Fabrication is the act of contriving or making up material, data or other information (e.g. research data, patient test results) and submitting this as fact.
- c. Cheating is the act of deceiving, which includes such acts as looking at another's exam during any form of testing, using unauthorized aids (e.g. notes, electronic

equipment) to retrieve or communicate information during exams, or whatever else is deemed contrary to the rules of fairness, including violation of specific rules designated by the instructor of the course.

- d. Facilitation of academic dishonesty is the act of attempting to help someone engage in plagiarism, fabrication, cheating or any other type of academic dishonesty.

4.11.3 Procedures

- a. If any faculty member, employee or student of the University has reason to believe that academic dishonesty or unethical conduct may have occurred, he or she shall report the incident to the appropriate instructor, course director, student affairs or academic administrator of the school. Failure to report breaches of integrity is considered a failure of academic and/or professional responsibility – and thus, may be subject to disciplinary action by the University.
- b. When allegations of misconduct are made, the faculty member or school administrator is responsible to ensure that a preliminary inquiry is made to determine if the concerns/allegations are substantive. If there appears to be substantive evidence of misconduct the matter must be reported to the dean or the dean's designee. This central reporting system allows patterns of behavior to be considered in determining the course of action. A discussion with the accused student will take place before further action is taken. The student will be informed if records of alleged incidents are to be filed and will have the opportunity to submit a written response.
- c. the dean or dean's designee determines that further action should be taken and/or that the matter should be referred to the school's designated academic committee, the student shall be informed in writing. Some schools may have additional procedures/processes for arriving at formal action. In such cases, the school policy will apply
- d. The action will be reported to the involved student by the dean or dean's designee. Where schools do not have other specific policies governing these issues, the following process will be used for an appeal:
- e. Appeal of Dismissal
 - (1) The student, after the actions and recommendations of the designated academic committee, may appeal to the Dean of the School who may uphold or modify the sanction(s) recommended by the hearing committee. In all cases, the action of the Dean is final.
 - (2) The Dean, in sole discretion, shall determine whether the student is suspended pending the final decision of the appeal or if the student may continue to attend classes and/or conduct clinical activities.

4.12.0 Nondiscrimination and affirmative action policy

Loma Linda University affirms that Christian principles are not compatible with various forms of discrimination that have divided societies. Loma Linda University further affirms that all persons are of equal worth in the sight of God and that they should be so regarded by all of His people. Moreover, this nation was founded upon the ideals of equal worth of all persons and equal opportunity for each individual to realize his or her fullest potential. Therefore, the University is committed to teaching and observing the biblical principles of equality.

The law does not require Loma Linda University to have a written program of affirmative action; but, in the spirit of the law, the University has issued this program as a guide to its employees, supporters, and students to enlighten and assist in implementing a policy of affirmative action throughout the University.

The University reserves the right to express disagreement from time to time with reference to specific remedies and regulations that may be proposed to eradicate discrimination. A delicate balance must be found between affirmatively seeking to assist those in a discriminated class and providing equal opportunity for all individuals, whether or not in such discriminated class. The University is committed to going the second mile and beyond to try to strike this delicate balance. The task is impossible if the only resources are legislation and litigation, but it is possible in an atmosphere of cooperation and understanding among all concerned.

The free exercise of religion guaranteed by the Constitution of the United States includes the right to establish and maintain religious educational institutions. Loma Linda University is incorporated as a California religious nonprofit corporation, owned and operated by the Seventh-day Adventist Church as an integral part of the church's teaching and healing ministries.

Federal and state guidelines clearly recognize the right of religious institutions to seek personnel and students who support the goals of the institution, including the right to give preference in employment of faculty and staff and admission of students to members of the church that sponsors the institution. The University is committed to equal education and employment opportunities for men and women. While Loma Linda University (LLU) gives preference in its selection processes to students and employees who are aligned with the faith-based mission of the University and the Seventh-day Adventist Church, LLU does not discriminate on the basis of race, color, religion, gender, sexual orientation, gender identity, national origin, medical condition, physical handicap, mental condition, veteran's status, or age in the provision of any of its services. Further, LLU is committed to providing a work environment that is free of unlawful discrimination and harassment

In keeping with this commitment, LLU strictly prohibits all forms of harassment, including but not limited to sexual harassment and harassment based on race, color, religion, gender, sexual orientation, gender identity, national origin, medical condition, physical handicap, mental condition, veteran's status, or age. Also prohibited is retaliation of any kind against individuals who file complaints in good faith or who assist in an LLU investigation. These policies apply to admissions, financial affairs, employment programs, student life and services, or any University-administered program

4.13.0 Pornography

Pornography is destructive, demeaning, desensitizing, and exploitative. It is a systematic practice of exploitation and subordination based on sex that harms its victims and subjects. It promotes injury and degradation such as rape, battery, and prostitution; and inhibits just enforcement of laws against these acts. It damages relationships and undermines individuals' equal exercise of civil rights and educational and work opportunities. As such, it has no place in the employment or learning environment of any LLUH entity.

a. Definition

For purposes of this policy, the term "pornography" shall include, but not be limited to, presentation or depiction of individuals—whether in pictures or in words—in a context that objectifies them as sex objects in scenarios of degradation, injury, or torture, in a context that makes these conditions sexual.

All LLUH entities a. prohibit the possession, viewing, downloading, and exchange, transmission, storing, copying, or reading of pornography in the workplace or place of learning or on any equipment that uses or accesses LLUH academic or patient systems. NOTE: This list is not intended to be inclusive of all prohibited activity.

b. All persons in supervisory and administrative positions are required to be trained regarding their reporting and disciplinary responsibilities in the discovery of pornography in the workplace.

NOTE: Such training may be presented in conjunction with sexual harassment-prevention training.

c. LLU prohibit all employees or students from conducting research on pornography issues unless they obtain written authorization from their vice president or dean to conduct such research.

d. All violations of these policies shall be subject to disciplinary action, up to and including immediate termination of employment or student expulsion.

e. All suspected or alleged violations of this policy shall be reported immediately to:

(1) the assistant vice president or manager of employee relations in the Human Resources Management (HRM) Department—whether the violation involves physicians, students, or employees.

(2) the designated vice president of the entity, if an employee is involved.

(3) the vice president for student experience, if a student is involved.

f. At the discretion of the vice president, the Employee (EAP)/Student Assistance Program (SAP) may be notified and/or consulted. Employees or students may also be referred to the EAP/SAP for evaluation and/or referral.

- g. All discoveries of involvement in child pornography shall be reported to the local police department by the entity employing the involved individual. The violation shall also be reported to:
 - (1) the assistant vice president or manager of employee relations in the HRM Department—whether the violation involves physicians, students, or employees.
 - (2) the dean of the academic school, if University personnel are involved.
 - (3) the LLU vice president for student experience, if students are involved.
- h. No supervisor or administrator shall impede or inhibit the reporting duties required under the California Penal Code Section 11165 et seq. Persons making such a report shall not be subject to any sanction for making the report.
- i. Students shall be required to adhere to the provisions of this policy and, more specifically, to the requirements in the Loma Linda University *Student Handbook*.

4.14.0 Disability accommodation policy

Introduction Section 504 of the Rehabilitation Act of 1973 states that: “No otherwise qualified person with a disability in the United States ... shall, solely by reason of ... disability, be denied the benefits of, or be excluded from participation in, or be subjected to discrimination under any program or activity receiving federal financial assistance.”

Loma Linda University supports the integration of all qualified individuals into the programs of the University and is committed to full compliance with all laws regarding equal opportunity for all students with a documented disability. At LLU, students, faculty, deans or dean’s designee, department chairs, and the Appeals Committee for Students with Disabilities (chaired by the vice president for student services) all play a joint role in ensuring equal access to campus facilities and programs.

Definitions

- a. An “individual with a disability” is someone with a physical or mental impairment that substantially limits one or more “major life activities.” Physical or mental impairments include, for example, specific learning disabilities, emotional or mental illness, visual impairments, deafness and hearing impairments, mobility impairments, and some chronic illnesses.
- b. “Major life activity” means functions such as caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, working, and learning. A person is Student Handbook 63 considered to be an individual with a disability and protected by the law if he/she has the disability, has a record of having the disability, or is regarded as having the disability.
- c. A “qualified person with a disability” means an individual who, with reasonable modifications or “accommodations” (if necessary) to rules, policies or practices, the

removal of barriers, or the provision of auxiliary aids and services meets the eligibility requirements for receipt of services and participation in programs or activities.

- d. "Accommodation" refers to a change in the status quo. A "reasonable accommodation" in the student setting is a modification or adjustment to a course, program, activity, or building that allows the person with a disability to participate as fully as possible in the programs and activities offered by the University.

4.14.1 Students

Oversee students with disabilities are required to meet the same academic standards as other students at the University. Services that may be provided students with disabilities include, but are not limited to, advocacy and disability advising, classroom and testing accommodations, sign language interpreting, housing accommodations, taped/scanned books, assistive technology training, referral for testing or additional services, and an orientation workshop on services for incoming students.

At LLU, the dean's office of the school in which the student is enrolled is responsible for evaluating and maintaining all disability records for students with disabilities. The dean's office arranges for determining eligibility for services and provides verification of the disability based on the evaluation that the student may use to acquire a needed accommodation for specific courses.

Students identify themselves to the dean's office at the individual school to request services or accommodations. Documentation of a disability is required. All information regarding a disability is considered confidential. A student is responsible for making arrangements for accommodations by providing his or her instructors with a letter from the dean's office requesting the approved accommodations. Faculty members are responsible for implementing accommodations as outlined in the Dean's Letter. (See "Accommodation Requests")

School deans and department chairs ensure that faculty and students are informed about Section 504 of the Rehabilitation Act of 1973, which states: "No otherwise qualified individual with a disability in the United States... shall, solely by reason of his or her disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance and that faculty fulfill their roles in assisting with approved accommodations."

Only deans or their designees have the right to waive, substitute, or adjust course or degree requirements. The vice president for enrollment management and student services resolves conflicts in the provision of reasonable accommodations or denial of accommodations by the dean's office.

Students requesting an accommodation should first contact the associate dean for student affairs in the school, who will assist the student in obtaining appropriate documentation with recommendations for accommodation.

4.14.2 Grievance

Each school shall have a grievance committee appointed and charged with reviewing the student's complaints regarding disability policies and procedures. The members of the grievance committee shall be appointed by the vice president for enrollment management and student services. Members of the grievance committee shall be comprised of faculty, staff, and administrators in a variety of specialized areas – including but not limited to health care, counseling and educational psychology, educational assessment and measurement, disability issues, and student advisement from the school in which the student is enrolled. The committee shall primarily comprise faculty and staff from the school in which the student is enrolled. (See *Student Handbook* for more details)

4.15.0 Sexual standards policy

Faculty, staff, students, administrators, and trustees of Loma Linda University Health are expected to respect and honor Christian sexual standards as held by the Seventh-day Adventist Church. We believe that God's ideal for sexuality is achieved when premarital and extramarital sexual expression and conduct are chaste and behaviors that suggest otherwise are avoided. All forms of sexual abuse and exploitation will not be tolerated and will result in disciplinary action.

a. Romantic relationships and dating

The University wishes to promote the ethical and efficient operation of its academic programs and business. In this setting, the University wishes to avoid misunderstandings; complaints of favoritism; romantic relationship issues pertaining to supervision, security, and morale; as well as possible claims of sex discrimination and sexual misconduct among its students, staff, and faculty. For these reasons:

- (1) A faculty member is prohibited from pursuing a romantic relationship with or dating a student who is registered in any course or program or who is involved in any other academic activity in which the faculty member is responsible as an instructor, coordinator, mentor, or committee member for the duration of such course, program, or other academic activity.
- (2) A staff member is prohibited from pursuing a romantic relationship with or dating a student who is registered in any course or program or who is involved in any other academic activity in which the staff member participates in any direct supporting role for the duration of such course, program, or other academic activity.
- (3) A University administrator or supervisor is prohibited from pursuing a romantic relationship with or dating any employee of the University whom he/she supervises for the duration of the supervision.

For purposes of this policy, "romantic relationship" is defined as a mutually desired courting activity between two individuals. "Dating" is defined as a romantic social engagement arranged by personal invitation between the two individuals involved or arranged by a third party.

Faculty, staff, and administrators who violate these guidelines will be subject to discipline up to and including termination of employment and/or loss of faculty appointment. Students who participate in the violation of these guidelines will be subject to discipline up to and including discontinuance as a student at LLU.

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LOMA LINDA UNIVERSITY
FACULTY HANDBOOK DRAFT

Chapter 5
Relationship within the University and
with the public

CHAPTER 5 Relationship within the University and with the public

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5.1.0 Professional Standards

The health- and science-related professions are proud of their traditional reputation for honesty and integrity. These virtues are essential for each member if these professions are to continue to maintain their position of trust within society. The establishment of codes of ethics, peer review committees, ethics committees, and other regulatory and/or advisory groups within the professions indicate a vital and continuing concern with maintaining high standards of integrity. Professional standards provide a means of educating and training future professionals in areas of ethical conduct and are intended to aid in developing an ethical and moral awareness that will help the individual serve in an enlightened manner. In addition, the University seeks to broaden students' ethical perspectives by including a religious perspective. By adding a spiritual foundation to the profession's ethical framework, it is anticipated that the professional's ethic life will be one that not only reflects a proper concern for fellow human beings, but one that also reflects an intimate relationship with God, our Creator.

Students must conduct themselves at all times in a manner representative of their profession and school. Students share responsibility for maintaining an environment conducive to learning. Any activity that interferes with the learning processes or that violates the integrity of the profession as a whole is not acceptable.

The following list is illustrative of the type of conduct that violates the University's expectation for student conduct and is cause for discipline up to and including dismissal. It is not an exhaustive or all-inclusive list but is stated here for purposes of illustration:

5.1.1 Failure to respect individual rights

This includes:

- a. Physically or verbally abusing any person or engaging in conduct that threatens or endangers the health, safety, or wellbeing of others;
- b. Obstructing or disrupting the study of others; the performance of official duties by University personnel or other functions of the University, and other authorized activities on University premises include:
 - (1) disrespect for individual and University property, including theft and vandalism,
 - (2) refusal or failure to remediate documented unsatisfactory performance
 - (3) personal conduct that is incompatible with the standards of morality and propriety of the Seventh-day Adventist Church,
 - (4) overt disharmony, subversion, or violation of the philosophy, objectives, and policies of the University,
 - (5) gambling or betting,
 - (6) failure to obey, honor, and sustain civil law,
 - (7) arrogance and insubordination,
 - (8) patient abuse.
- c. Slander and libel

5.1.2 Professional ethics in the clinical setting

Professional ethics consistent with the Christian understanding of the value and importance of all persons should be reflected in relationships with patients. While clinical activities will rightfully be focused on learning, the patient's needs should always be the primary concern. Altruism must be learned and practiced from the earliest moment of the student's program and reinforced in all aspects of the professional training. Patient abuse will not be tolerated. Patient abuse includes any behavior or act that might jeopardize the health or well-being of a patient.

Examples of patient mistreatment or abuse include but are not limited to:

- a. unsupervised and/or unauthorized treatment of a patient
- b. treating a patient while under the influence of alcohol or drugs
- c. failure to comply with clinic policies regarding patient treatment and documentation
- d. failure to comply with established protocols for infection control
- e. refusal to properly treat any patient for reasons of gender, race, color, religion, sexual orientation, national origin, financial status, handicap, or disability
- f. patient abandonment
- g. any breach of confidentiality, except as required by law or University policy
- h. failure to report an observed incident of patient mistreatment or abuse

5.2.0 Political activity

5.2.1 General Guidelines

- a. The University does not engage in partisan politics in any form.
- b. The University does not give approval or endorse an individual running for public office. "Political Activities" Limitation of Internal Revenue Code #501(c)(3) states "not participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office."
- c. Those who in their official capacity frequently speak for the University should undertake to make clear when expressing individual views that they are not stating a University position.

- d. Every member of the University has a right to participate or not, as they see fit, in the election process. However, employees should make it clear when expressing individual views that they are not stating a University position.
- e. No federal appropriated funds will be paid by or on behalf of the University to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the making of any federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal grant or cooperative agreement.
- f. If any other funds are used in a lobbying effort in any manner to try and obtain federal grant or cooperative agreement, a "Disclosure Form to Report Lobbying" will be completed and properly included in documents as required by Section 1352, Title 31 of the US Code and implemented at 34 CRF, Part 82.

5.2.2 Prohibition of use of University name or facilities.

- a. The University name or insignia should not be used on stationery or other documents intended for political purposes, including soliciting funds for political support or carrying on a political campaign.
- b. University addresses, including those of departmental, faculty or staff offices, should not be used as mailing addresses for political campaign purposes.
- c. Space on campus should not be used by any organization urging support of legislation or support of, or opposition to, any candidate for political office. (See LLUH Policies and *Student Handbook* for more detail)

5.3.0 Lifestyle

Loma Linda University, a Seventh-day Adventist health-science university, in harmony with its heritage, fosters a lifestyle among its faculty, students, and administrators that contributes to health and a joyous Christian experience. Faculty are called upon to model behavior which students will follow in the practice of their professions and in their personal lives. This section sets forth policies in some of the areas of lifestyle which are of special concern. The over-arching moral principles of the Bible serve, in the broader context, as the ultimate guide for Christian living to which Loma Linda University is committed.

5.3.1 University image.

Loma Linda employs and trains health professionals, scientists, and scholars. As representatives of the University, it is essential that the appearance of faculty members reflect the institution's commitment to excellence, health and safety, and conservative corporate values. An appropriate, clean and professional appearance becomes a matter of considerable importance, especially when the faculty member is teaching, serving

patients, or meeting the public as a representative of the University. Department chairs and deans are responsible for:

- a. orientation of faculty and faculty applicants to this standard
- b. responding to any questions which may arise
- c. handling any areas of noncompliance which may occur.

5.3.2 Drug-free worksite policy and procedures

Loma Linda University is dedicated to its motto, "To Make Man Whole." As such, it is committed to provide a learning environment contributive to the fullest possible development. The University adopts the temperance practices and health principles espoused by the Seventh-day Adventist Church. This means that all faculty, employees, and students are expected to refrain from the use of alcohol, controlled substances, or tobacco while enrolled or employed at the University. Violation of this policy is subject to review and action pursuant to faculty, employee, and student disciplinary and severance policies and the University's Drug-Free Worksite Policy.

In compliance with the Drug-free Workplace Act of 1988 and in harmony with the laws of the land, Loma Linda University prohibits the unlawful use, possession, distribution, dispensing, or manufacture of controlled substances by its employees, which includes faculty, staff, or students. Further, the University expects any person employed by the University who receives federal funding as an individual to certify that he or she will not engage in the unlawful use, possession, distribution, dispensing, or manufacture of a controlled substance while associated with the University. Failure to comply with these policies will result in discipline up to and including expulsion or termination and, if appropriate, notification of law enforcement agencies for prosecution.

The University provides an active educational program for its faculty, administrators, staff, and students to help them develop an awareness of the risks involved in alcohol, tobacco, and drug use and to promote the benefits of a lifestyle free of those substances. The University may, in its discretion, provide therapeutic assistance for employees and students, who, because of abuse of these substances, have impaired function within the University community. Components of a drug-free workplace:

- a. Prevention.
 - (1) The policy of a drug-free workplace for faculty, staff, and students is included in the "Faculty, Student, and Staff Handbooks". Faculty, staff, and students are notified of the policy at the time of employment or appointment and on an annual basis. Students are notified on acceptance into educational programs of the various schools within the University. Each school will publish in its bulletin the manner in which it addresses drug and alcohol counseling, treatment, and rehabilitation programs and discipline, using the guidelines set forth in this document.

- (2) Faculty and staff are provided training in drug awareness, observing for impairment possibly due to drug use, the dangers of drug use and abuse, and early intervention and referral techniques.
- (3) All students, faculty, and staff will be informed through Faculty, Student, and Staff Handbooks of the local, state, and federal laws for the unlawful possession, use, or distribution of illicit drugs and alcohol.
- (4) Disciplinary sanction for the use of drugs is included in the Faculty, Student, and Staff Handbooks.

b. Detection.

- (1) The University reserves the right to investigate any faculty, staff, or student where reasonable suspicion exists of drug or alcohol involvement. This includes the right to search an office, locker, on-campus vehicle or resident hall room, briefcases, book bags, and handbags, and the right to require an appropriate drug test and confirmation by a retest. If a search is to be made, it must be authorized by the resident hall director, dean of a school, a vice president, or president of the University. The entire process of drug investigation will be treated with highest confidentiality.
- (2) If unlawful possession of a controlled substance or drug paraphernalia is discovered, the University will confiscate the item(s), investigate the circumstances and institute disciplinary actions.
- (3) Initial identification of a problem may be made by a supervisor, faculty member, colleague, concerned other or self-referral.

c. Confidentiality.

- (1) All drug investigation and drug testing information is confidential and should be treated as such by anyone who is authorized to have access to such records.
- (2) All records and information of personnel actions taken on employees under investigation or discipline with respect to drugs shall be maintained by the personnel director in a secure, locked file. Only authorized individuals who have a "need-to-know" shall have access to them. Statistical reports will be compiled without personal identifying information.

d. Assessment.

- (1) Any assessment of substance abuse will be performed by a qualified professional and/or qualified assessment facility.

- (2) If there is a reasonable suspicion of substance abuse a three- to seven-day suspension may be mandated until assessment is completed.
- e. Intervention.
- (1) If substance abuse is determined to be experimental, the individual is subject to discipline and may be required to participate in an appropriate educational program specified by assessment personnel.
 - (2) The individual must present satisfactory evidence of compliance with the specified educational program.
 - (3) If any individual does not comply with a specified educational program, he or she may be subject to discipline.
- f. Treatment.
- (1) If an individual is assessed to have a chemical dependency, he/she will be required to enroll in an outpatient or inpatient treatment program as a condition of further employment or enrollment.
 - (2) The individual must furnish evidence of compliance with the formulated plan of treatment.
 - (3) If there is noncompliance with the formulated plan of treatment, the individual will be subject to discipline.
- g. Relapse prevention monitoring.
- (1) Monitoring will be required to prevent relapse for all students, faculty, or employees who have chemical dependency. Each professional school will address relapse prevention for faculty and students in the manner that the profession handles impaired professionals. If there is a diversion program already available for members of this profession, he/she will be referred to that program. If a diversion program is not available, he/she will be required to be under the supervision of the Employee or Student Assistance Program.
 - (2) A recovery contract will be formulated for each student or employee (either by his/her division committee or the Employee/Student Assistance Program) and will consider aftercare, recovery home, counseling, psychiatric follow-up, Alcoholics Anonymous, Narcotics Anonymous meetings, other 12-step meetings, sponsor, professional support groups, random screening of body fluids, Naltrexone or Antabuse, restricted work or clinical practice, a limited course load, change of work or study area, no access to mind altering medications including narcotics, no double shifts or night work, no more than 40 hours/week or a worksite monitor.

h. Discipline.

The unlawful use, possession, distribution, dispensing, or manufacture of a controlled substance or the use of alcohol or tobacco is grounds for a full range of discipline up to and including termination of a faculty appointment and dismissal from employment or school under:

- (1) The policy of discipline and severance of a faculty member,
- (2) The policy for termination for other staff, or
- (3) Student disciplinary policy. In cases where there is a reasonable belief that a violation of law has occurred, cases may be reported to the appropriate law enforcement agency for investigation and prosecution.

- i. As a condition of employment the employee will abide by the terms of the University Drug-Free Worksite policy and procedure and will notify their immediate supervisor of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction. The immediate supervisor will notify the office of the president of such conviction. The office of the president will notify the Director of Grants and Contracts Service, U.S. Department of Education, 400 Maryland Avenue, S.W. (Room 3124, GSA Regional office Building No. 3), Washington, DC 20202-5353, and any other appropriate entities.

(For further information see the *Student and Staff Handbooks*)

5.3.3 Romantic relationships and dating

The University wishes to promote the ethical and efficient operation of its academic programs and business. In this setting, the University wishes to avoid misunderstandings, complaints of favoritism, other problems of supervision, security and morale, and possible claims of sexual harassment among its students, staff, and faculty. For these reasons:

- a. A faculty member is prohibited from pursuing a romantic relationship with or dating a student who is registered in any course or program or who is involved in any other academic activity in which the faculty member is responsible as an instructor, coordinator, mentor or committee member, for the duration of such course, program, or other academic activity.
- b. A staff member is prohibited from pursuing a romantic relationship with or dating a student who is registered in any course or program or who is involved in any other academic activity in which the staff member participates in any direct supporting role, for the duration of such course, program, or other academic activity.

- c. A University administrator or supervisor is prohibited from pursuing a romantic relationship with or dating any employee of the University whom they supervise for the duration of the supervision.

For the purposes of this policy, 'romantic relationship' is defined as a mutually desired courting activity between two individuals. 'Dating' is defined as a romantic social engagement arranged by personal invitation between the two individuals involved or arranged by a third party.

Faculty, staff, and administrators who violate these guidelines will be subject to discipline, up to and including termination of employment and/ or loss of faculty appointment. Students who participate in the violation of these guidelines will be subject to discipline, up to and including discontinuance as a student at Loma Linda University

(See *Faculty, Staff and Student Handbook* for further information)

5.4.0 Workplace Violence

Loma Linda University embraces a zero tolerance policy for workplace violence, recognizing that workplace violence is a growing, nationwide problem which must be addressed by all employers. Consistent with this policy, act(s) or threat(s) of physical violence, including intimidation, harassment, and/or coercion, which involve or affect the University or which occur on Loma Linda University property will not be tolerated.

- a. Threats or acts of violence shall include conduct which is offensive or intimidating to alter the employment conditions at LLU or to create a hostile, abusive or intimidating work environment for one or more LLU employees. Examples of workplace violence include, but are not limited to, the following:
 - (1) All threats or acts of violence occurring on the University premises, regardless of the relationship between the University and the parties involved.
 - (2) All threats or acts of violence occurring off the University premises involving someone who is acting in the capacity of a representative of the University
 - (3) All threats or acts of violence occurring off the University premises involving an employee of Loma Linda University if the threats or acts affect the legitimate interest of the University.
 - (4) Any acts or threats resulting in the conviction of a employee or agent of the University, or of an individual performing services for the University, or of an individual performing services for the University on a contract or temporary basis, under any criminal code provision relating to violence or threats of violence which adversely affect the legitimate interests and goals of Loma Linda University.

5.4.1 Specific examples

Specific examples of conduct which may be considered threats or acts of violence include, but are not limited to, the following:

- a. Hitting or shoving an individual.
- b. Threatening an individual or his/her family, friends, associates, or property with harm.
- c. The intentional destruction or threat of destruction of University property.
- d. Harassing or threatening phone calls.
- e. Harassing surveillance or stalking.
- f. Intimidating actions that reinforce one's belief that violence is appropriate.
- g. Unauthorized possession or inappropriate use of firearms or weapons.

5.4.2 University prohibitions

The University's prohibition against threats and acts of violence shall apply to all persons involved in University operations, including but not limited to:

- a. LLU faculty and staff
- b. Contract personnel
- c. Temporary personnel
- d. Students
- e. Patients
- f. Visitors

5.4.3 Reporting threats and acts

Faculty and staff shall report any acts or threats of violence occurring on the University premises to the Security Department, their supervisor, and the Human Resource Management Department. No supervisor shall prohibit or intimidate any employee from making a report in accordance with the policy.

5.4.4 Violations

Violation of this policy by any individual on Loma Linda University property, by an individual acting as representative of Loma Linda University while off University property, when his/her actions affect the University's business interests, shall lead to disciplinary action, up to and including termination, and/or legal action as appropriate.

5.4.5 Weapon possession

In order to provide a safe environment, no patient, student, visitor, faculty, or staff member shall be allowed to have in his/her possession while on the Loma Linda University premises any firearms or any illegal weapons as defined by the California Penal Code. All persons not in compliance with the above policy will be asked to leave the premises by campus security or be taken into custody by campus security, if a clear violation of the law can be established. "Possession" for this policy is defined as -- on their person or in their motor vehicle, residence halls, or work area.

5.5.0 Communicable disease policy

Loma Linda University is committed to providing a safe place for learning while treating patients through a comprehensive program to prevent communicable disease transmission between the providers of care, whether they are students, faculty, or staff, and the patients they serve. The University will use current scientific information and procedures to ensure that the environment, which includes patient care equipment, is safe for human use; to educate individuals about their responsibility to reduce the risk of communicable disease transmission by using accepted infection control measures; to provide appropriate protective equipment in certain patient care situations; and to ensure that providers of care comply with immunization requirements. The University will comply with state and federal regulations on communicable disease transmission prevention and will maintain high legal and ethical standards to protect the confidentiality of individuals with communicable diseases and to protect their right for compassionate care regardless of disease condition

5.5.1 Immunization requirements

As an academic health science university, Loma Linda is dedicated to the health and welfare of our students, professors, healthcare workers and community members. Because of this, it is necessary for students to have immunizations against certain infectious diseases.

Loma Linda University is committed to preventing communicable disease transmission among its faculty, staff, students, and the patients they serve through a program that includes education, immunizations, safe environments, and provision for special protective measures where scientific literature identifies a risk of transmission.

This policy meets a high ethical standard as well as the legal requirements to:

- a. protect students, faculty, staff, and patients from communicable disease transmission;
- b. maintain the confidentiality of infected persons; and
- c. protect the right of every individual for compassionate care regardless of disease condition.

The University shall maintain a standing communicable disease committee, including representatives from Loma Linda University Medical Center (with infectious disease and epidemiology expertise) and Student Health Service. Its members will utilize CDC recommendations to develop regulatory guidelines, procedures, and educational modules that apply throughout the University and include all students, faculty, and staff. This includes required immunizations, confidentiality, state and federal regulations, civil Communicable Disease rights, and provisions for testing, treating, and counseling. Each School is responsible for applying the guidelines of the communicable disease committee.

5.5.2 Admission and retention policies

- a. Compliance with the following requirements for pre-entrance immunization:

- (1) Measles, Mumps, Rubella: two immunizations or proof of immunity.
 - (2) Tetanus (Td)/Pertussis: documentation of Tdap in the last 10 years OR Td in the last 10 years AND one dose of Tdap after age 18.
 - (3) Hepatitis B (series of three immunizations) – some Schools may require titers. Nonresponders shall be revaccinated.
 - (4) Tuberculosis skin test (PPD Mantoux): current within 6 months (If student tests positive, a chest x-ray report within the last year is required, and annual signs and symptoms form must be completed).
 - (5) Varicella: Must show proof of either: a series of two injections OR a positive Varicella titer.
- b. Returning students are required to have an annual (or more frequent) tuberculosis skin test (PPD Mantoux) and/or a chest x-ray, when indicated.
 - c. All students are required to have an annual influenza vaccine.
 - d. Mandatory screening for HBV, HCV, or HIV is not warranted. Infected students will not be prohibited from providing patient care activities. Nevertheless, it is the personal responsibility of the caregiver to reduce the risk of communicable disease transmission. This includes an ethical responsibility to know one's serological status relating to HBV, HCV, and HIV. If students know that they are a source of a significant patient exposure through blood or body fluid, they are mandated and ethically obligated to undergo testing for infection or treatment.
 - e. Adherence to the infection control practices within clinical settings will be a significant factor in the continued enrollment of the student. Lack of adherence to safety procedures for themselves and/or their patients, which are deemed potential and serious hazards to patients and others, will be subject to appropriate disciplinary action, including but not limited to restriction of clinical practice (to be determined on a case-by-case basis) or dismissal.

5.5.3 Infection control

- a. Effective infection control techniques are critical to achieve a safe environment.
 - (1) Students should use good hand washing and respiratory hygiene, consistent with universal precautions, to protect themselves and others from transmission-based communicable diseases—including airborne, droplet, and contact routes of transmission.
 - (2) For patient care settings, infection control precautions appropriate for the handling of blood and body fluids, including the use and disposal of needles and other sharp instruments, are to be used.

- b. Students are required to understand and implement universal precautions appropriate to their specific programs and should be acquainted with any School specific policy related to infection control. It is the responsibility of the student to follow these specific guidelines.

5.5.4 Exposure management

- a. Significant exposure (as defined below) to a communicable disease will be monitored in compliance with the recommended screening and prophylactic practice of Loma Linda University Medical Center.
- b. If an accidental exposure occurs on campus, the incident should be reported immediately to the attending physician and/or program director. The student must be referred to the Emergency Department immediately for medical evaluation.

The student needs to identify the injury and him/herself as an LLU student. Such exposure should also be reported by the student to employee health as soon as possible. Employee health must also be given a copy of the post-exposure evaluation and treatment records. It is the student's responsibility to ensure that this occurs.

- c. If an accidental exposure occurs off campus, the incident should be reported immediately to the responsible attending physician, who will work with agency either the ER or employee health. A report of the incident and source- patient results must be sent to LLU employee health for appropriate student follow-up on campus. It is the student's responsibility to ensure that this happens.

5.5.5 Evaluation and/or accommodation

- a. Blood-borne pathogen exposure
 - (1) Once exposed, the student will be monitored according to University Employee Health Policy, based upon current national recommendations.
 - (2) Confidential counseling with regards to testing will be available.
 - (3) Testing and health records will be maintained by the Employee Health Service of Loma Linda University Shared Services. Testing results will be kept confidential.
 - (4) If infected, reasonable accommodations will be made with the student's assignments, based on the broader context of the institutional health and educational program—including assessment of the provider to patient risks and the individual's physical and psychological status.
- b. Other types of pathogen exposure will follow the appropriate guidelines from the Center for Disease Control.

5.5.6 Definitions of significant exposure

a. A significant blood-borne or body fluid exposure is defined as:

- (1) A puncture with a contaminated needle.
- (2) A cut or puncture with contaminated instruments.
- (3) Transmission of blood or body fluids to mucous membranes, such as a splash in the eye or mouth.
- (4) A cutaneous exposure involving large amounts of blood or prolonged contact with blood — especially when the exposed skin was chapped, abraded, or afflicted with dermatitis.

b. A significant airborne exposure is defined as unprotected exposure to patients known to have transmitted airborne droplet nuclei.

Examples include:

- (1) Measles
- (2) Varicella
- (3) Tuberculosis Communicable Disease

c. A significant droplet exposure is defined as unprotected exposure to patients known to have transmitted large particle droplets.

Examples include:

- (1) Invasive *Hemophilus influenzae* type B disease, including meningitis
- (2) Invasive *Neisseria meningitidis* disease, including meningitis and pneumonia
- (3) Other serious bacterial respiratory infections spread by droplet transmission, such as diphtheria (pharyngeal), mycoplasma pneumonia, pertussis, pneumonic plague, streptococcal pharyngitis, streptococcal pneumonia, scarlet fever, or COVID-19.

d. A significant contact exposure is defined as unprotected exposure to patients known to have an infection transmitted by direct contact or by contact with items in the patient's environment.

Examples include:

- (1) Gastrointestinal, respiratory, skin, or wound infections, or colonization with Multidrug - resistant bacteria;

- (2) Enteric infections, such as *Clostridium difficile*, or other enterohemorrhagic diseases
- (3) *Escherichia coli*, O157:H7, *Shigella*, and Hepatitis A for diapered or incontinent clients;
- (4) Respiratory syncytial virus, parainfluenza virus, or enteroviral infections in infants and young children;
- (5) Skin infections that are highly contagious or occur on dry skin, such as herpes simplex virus (neonatal or mucocutaneous), impetigo, major (noncontained) abscesses or decubiti, pediculosis, scabies, staphylococcal furunculosis in infants and young children, herpes zoster (disseminated or in the immunocompromised host), viral or hemorrhagic conjunctivitis, or viral hemorrhagic infections (Ebola, Lassa or Marburg).

5.5.7 Procedure for accommodating an individual student's clinical assignment for infection disease reasons

- a. A student, when given reasonable accommodations, must be able to perform the duties expected of each clinical assignment. The student must be able to meet the minimum requirements of each course/clerkship.
- b. A student must be compliant with established guidelines and procedures, such as following Universal and disease-specific precautions for patients.
- c. The program director in conjunction with the individual school may make an accommodation for a student's clinical experience on a case-by-case basis. Decisions about exemptions will be made in consultation with the student's physician.
 - (1) Students with a confirmed pregnancy or diagnosed immunologic deficiency may request to be excluded from caring for patients infected with known communicable disease or bloodborne pathogens. In addition, students may request to be exempt from exposure to environmental agents that may be hazardous to the student and/or fetus.
 - (2) Any student with a communicable infectious process may, in consultation with the clerkship director, request a change in assignment.

RESOURCES Center for Health Promotion:
 Student Health Service
 24785 Stewart Street
 Evans Hall, Suite 111
 Loma Linda, CA 92354

5.6.0 Invitations for presentations and consultations by University personnel

5.6.1 Authorization

The University provides personnel for presentations or consultations by invitation from Seventh-day Adventist entities, national or international institutions, or organizations under one of the following provisions:

- a. A potential University speaker or consultant may be contacted directly to determine the availability, appropriateness, and date of such an appointment. The invitee may accept the invitation, after obtaining the approval of the department chair (and/or the dean, as required by a school-specific policy).
- b. An official invitation may be sent to the office of the president who will work with the appropriate University administrator to clear the invitation with the appropriate department chair. The official invitation is then forwarded to the invitee by the office of the president.
- c. Professional presentations or consultations which are not spiritual in content should not be conducted between the hours of Friday sundown and Saturday sundown.

5.6.2 Financial arrangements

- a. The University or other institutional employing entities will continue the salary of the invitee while he/she is off campus on such speaking or consulting assignments.
- b. The inviting entity is usually responsible for providing the invitee's transportation expenses, per diem, and lodging.
- c. The invitee fills out the University travel application form, and it is routed through the dean or the appropriate vice president and the office of the president.
- d. Travel expenses are reported on the regular University expense form, and the invited entity is billed for reimbursement.

5.7.0 Letterheads and business cards

5.7.1 Letterheads

- a. All schools and comparable entities of the University are required to use the University letterhead printed by the University Press, where letterhead orders are received. The academic publications office verifies the individual format requested.
- b. The use of official stationery is limited to those who are employed in the University or are an integral part of the University structure. Official University

stationery cannot be used for personal business. Faculty may use official stationery to express personal opinions only when these fall within the scope of University policy on Academic Freedom (see *Faculty Handbook*). Employees, who are not faculty, may use official stationery to express personal opinions only when they have documented that these are shared by administration in general.

- c. The letterhead, printed on 8½ x 11" paper, consists of the University name, the University seal, and the words "A Seventh-day Adventist Health Sciences Institution" at the bottom of the sheet.
- d. In the upper right corner any of the following may be printed: school or comparable entity, department, section, campus or campus location, University telephone number (items are printed in the foregoing order). No personal names may be used.
- e. Requests for variations (e.g., modifications of paper color other than white, ink color other than black, paper other than standard stock, etc.) must be presented in writing to the senior vice president for advancement. All requests will be considered on an individual basis, and the decision of the senior vice president for advancement is final.
- f. Quasi, voluntary, supporting, or selected closely allied organizations (such as alumni associations, friends of Library, etc.) will use stationery that is distinctively designed in collaboration with the academic publications office for the use of such groups, so as to maintain appropriate perspective and governance of the use of the University name.

5.7.2 Business Cards

- a. The use of the official business card is limited to those who are an integral part of the University structure. All requests for business cards are to go through the Office of the Dean in each school or entity, or the appropriate Vice President.
- b. A standard format business card is required. It is ordered through the Academic Publications Office and printed by the University press, as per approved Graphics Identity Guide (<http://www.llu.edu/info/logos/>).
- c. The approved wording for faculty/staff business cards includes the legal first name, middle initial, last name, highest degree earned, professional certification, academic rank (if applicable), and approved administrative title.
- d. The approved wording for student business cards includes the legal first name, middle initial, last name, and student designation.
- e. Financial responsibility for assuming the cost of student business cards and inclusion of highest degree earned by the student (if applicable) will be determined by the School.

- f. Requests for variations from the standard format business card must be approved by the senior vice president for advancement.

5.8.0 Use of University emblem

In many ways, the name Loma Linda University is one of the University's most valued possessions. It is the name that distinguishes the University from other institutions. The manner in which this name is presented graphically and verbally has a significant impact on public perceptions of the University. Lack of a clear graphic identity or inconsistent use of that identity can create confusion and misunderstanding. Consistent use of the logos as outlined in the University's Graphic Standards Manual will help maintain and enhance the identity of the institution, its faculty, students, and staff.

Students: Students are expected to adhere to the same policies set forth above and as, more specifically, outlined in the Loma Linda University *Student Handbook*.

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LOMA LINDA UNIVERSITY
FACULTY HANDBOOK

Chapter 6
University employees policies and procedures

CHAPTER 6 University employees policies and procedures

Introduction

University Faculty employees have two handbooks that contain information regarding their employment. General employment information can be found in the [LLU Employee Handbook](#). Specifics related only to faculty are included in this faculty handbook.

University Faculty employees are provided with benefit package competitive to market. There are two benefit packages, Norm-referenced faculty positions and denominational faculty positions. Benefit outlines for each can be found here – [Outline of Benefits for Faculty](#).

Holidays

Please refer to your outline of benefits for specific holidays recognized
Employee Handbooks for the various entities can be found here:

<https://one.lluh.org/vip/Departments/LLUSS-Departments/Human-Resource-Management/Employee-Relations-and-Leave-Administration>

Vacations

Details for vacation and sick leave time for faculty can be found in the [Paid Leave and Sick Leave Exempt \(Salaried\) Employees](#) policy.

Personal leave

A personal leave may be granted to enable a faculty member to engage in independent activities without salary or other financial support from the University. At the time the leave is granted, the obligation on the part of the faculty member and the University concerning future employment or service will be determined.

A personal leave is usually granted for up to ninety days, but requests for up to one year will be considered under extenuating circumstances at the discretion of the dean of the school or entity. A request for a personal leave is initiated by the employee through the [online HR leave portal](#). Approval from the dean is required.

Health insurance coverage at the employee's expense may be continued under special circumstances. The dean may negotiate with the faculty member for extended coverage under the University's policy for a period of no more than ninety days from the beginning of the leave. Under special circumstances, the dean may recommend to the president (or designee) an extension of coverage past the ninety-day limit.

Reporting of workplace illness/injury

See [Occupational Health](#).

Personal illness or injury

In the event of a non-work-related illness or injury which involved time lost from work, the perquisite-eligible employee should contact the Human Resource Management department:

- a. If the employee is hospitalized for illness or accident.
- b. If the employee is not hospitalized for illness but the duration of the illness exceeds seven days.
- c. If the employee is not hospitalized in the case of an accident but he/she is off work longer than three days.

Legislative Leaves

As employees of the University, faculty are eligible for legislative leaves. Refer to policy and contact Human Resource Management for any questions – [Employee Relations and Leave Administration](#).

[Legislative Leaves policy](#)

Health care

[Health Plans](#) page.

Other allowances, benefits, and services

Emeritus faculty are eligible to receive an emeritus faculty ID card from the office of the president which will entitle them to:

- a. University library privileges, e.g., borrowing;
- b. access to the Drayson Center (the spouse of the emeritus faculty member may access the Drayson Center at the same membership rate as the spouse of an employee);
- c. other privileges as determined by the dean of the school and chair of the department of the emeritus appointment (e.g., use of facilities for research and/or teaching for those in active emeritus status).

Academic attire

Limited-use academic attire (mortarboard cap, gown, and hood) is purchased by the University for the use of a faculty member at commencement events and at subsequent similar events if the attire is reusable.

Termination settlements

For description of termination settlements, see [Reduction of Personnel Related Expenses](#) policy

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FACULTY HANDBOOK

Chapter 7
Informational Resources

CHAPTER 7 Informational resources

Planning a Visit to Campus

<https://home.llu.edu/campus-and-spiritual-life/plan-visit>

Includes nearby airports and lodging

Campus Map

<https://home.llu.edu/campus-and-spiritual-life/plan-visit/campus-map>

Printable - <https://home.llu.edu/campus-and-spiritual-life/plan-visit/campus-map/extended-campus-map>

Campus Transformation

<https://lluh.org/about-us/campus-transformation>

LLU Dining Services and Nutritional Services

<https://home.llu.edu/campus-and-spiritual-life/housing-dining/llu-dining-services>

Also includes a list of nearby dining facilities within a five-mile radius

Human Resource Management

The mission of Human Resource Management department is to coordinate and deliver the highest quality, customer service driven human resource programs and services for the effective recruitment and retention of the best qualified workforce for all Loma Linda University Health entities.

<https://one.lluh.org/vip/Departments/LLUSS-Departments/Human-Resource-Management>

Risk Management

The Risk Management department is responsible for the administration of all property and casualty insurance and employee benefit programs on the Loma Linda campus. These programs are primarily self-insured and self-administered.

<https://one.lluh.org/vip/Departments/LLUSS-Departments/Risk-Management>

Living Whole Health Plan

<https://myllu.llu.edu/livingwhole/>

Employee Health Services

Healthy employees are very important to the success of the mission of Loma Linda University Medical Center. As we work to keep current with state and government requirements as well as best practices in the healthcare community, we wanted to assist you in keeping up with the most recent information relating to your health as an employee. You are a very important asset to LLUMC, keeping you healthy and safe is a top priority.

<https://one.lluh.org/vip/Departments/LLUSS-Departments/Human-Resource-Management/Employee-Health-Services>

Office of Advancement

<https://advancement.lluhealth.org/>

Del E. Webb Memorial Library

Serving the information needs of the students, staff, and faculty of Loma Linda University Health.

<https://library.llu.edu/>

Drayson Center

We are dedicated to your health and fitness—and having fun. We focus on the whole person—body, mind, and spirit—offering you a wide range of exercise, sports, recreation, and social activities to renew your spirit and empower you to meet life's challenges as well as enjoy life to its fullest.

<https://drayson.llu.edu/>

Staff Development Organization Wide Learning (OWL) Portal

<https://lluhconnection.org/owl-portal>

(requires LLUH login account)

Campus Organizations

SAC Health System (SACHS) is dedicated to reflect the healing ministry & love of Jesus Christ through healthcare, education & partnerships that empower our communities to flourish

<https://www.sachealth.org/>

Students for International Mission Service (SIMS) exemplifies Loma Linda University Health's commitment to global service, incorporating international service opportunities into academic curriculum in order to prepare health professions students for a career of effective global service and to promote the health of global communities. SIMS' mission is to provide students with high-quality service-learning opportunities empowers them to become caring, competent, and socially responsible health professionals who value service as a lifelong process.

<https://ghi.llu.edu/sims>

The **Community-Academic Partners in Service (CAPS)** Office is a branch of the Institute for Community Partnerships (ICP), serving as a central organization for Loma Linda University students, staff and faculty who are interested in serving and learning in the local San Bernardino community. We offer a variety of programs, such as music, tutoring and health education, to connect our university and alumni in partnerships with the community. CAPS also acts as a portal for community-based service organizations seeking university support. Our office encourages all forms of community engagement, including direct service, volunteering, service-learning, community-based research, philanthropy and advocacy.

Ultimately, we strive to continuously connect Loma Linda University and the local community through sustained partnerships that enhance student learning and address the needs of the community. We are empowering our community in collaboration with Him. Check out our service opportunities and sign up to be involved.

<https://caps.llu.edu/>

SDA General Conference Office at LLU

Seventh-day Adventist GC Loma Linda Office has moved from the School of Medicine Alumni Association building to the Loma Linda University Health's Global Health Institute -- on campus. The General Conference Loma Linda Office serves Global Mission Appointees: including Deferred Mission Appointee (DMA) and Global Service Awardee (GSA) and GC retirees.

<https://ghi.llu.edu/gc>

Campus services

Campus Store - <https://llu.bncollege.com/shop/llu/home>

Digital Production Ink (DPI) - <https://dpi.llu.edu/>

Loma Linda Market - <https://lomalandamarket.com/>

Gift Shop - <https://lluh.org/patients-visitors/visitors/gift-shop>

Campus pharmacies - <https://lluh.org/locations/pharmacies>

Spiritual Care

- <https://lluh.org/patients-visitors/spiritual-care> (hospital chaplain services)

- <https://home.llu.edu/campus-and-spiritual-life/university-spiritual-care/our-team> (university)

Loma Linda Academy Children's Center - <https://www.lla.org/schools/childrens-center>

Information Services

University Helpdesk

<https://one.lluh.org/vip/Departments/LLU-Departments-and-Schools/help-desk-llu>

Educational Technology Services (ETS)

<https://home.llu.edu/education/office-of-provost/educational-technology-services>

Security

The Department of Security Services provides a safe environment for all clients of the institution. Our role is to ensure an environment that enables all visitors, employees, students, volunteers, medical and house staff, and all patients to feel secure while on LLUH property. The Department of Security Services is committed to preventing all acts and conditions that may result in loss of life, infliction of harm, cause property damage, disrupt the flow of information, or otherwise interfere with the delivery of patient care and education to the fulfill the mission of the institution.

<https://lluh.org/patients-visitors/visitors/security-services>

Parking and Traffic Services

<https://one.lluh.org/vip/Departments/LLUSS-Departments/Rideshare-Parking-and-Traffic-Services/Parking>

<https://one.lluh.org/about-lluh/locations-and-parking>

<https://home.llu.edu/campus-and-spiritual-life/parking> (includes link to app for finding parking)

Rideshare

<https://one.lluh.org/vip/Departments/LLUSS-Departments/Rideshare-Parking-and-Traffic-Services/Rideshare>

Religious Services

<https://home.llu.edu/campus-and-spiritual-life/university-spiritual-care/religious-services>

Local SDA Churches

<https://home.llu.edu/campus-and-spiritual-life/university-spiritual-care/religious-services/local-seventh-day-adventist-churches>

Events

Commencement (May and June)

<https://home.llu.edu/education/commencement>

Homecoming (March)

<https://home.llu.edu/homecoming>

Global Healthcare Conference (even years during the fall)

<https://ghi.llu.edu/globalhealthcareconference>

International Congress on Vegetarian Nutrition (every five years)

<http://vegetariannutrition.org/>

Acronyms

LLU	Loma Linda University
LLUH	Loma Linda University Health

Schools:

SAHP	School of Allied Health Professions
SBH	School of Behavioral Health
SD	School of Dentistry
SM	School of Medicine
SN	School of Nursing
SP	School of Pharmacy
SPH	School of Public Health
SR	School of Religion
FGS	Faculty of Graduate Studies

Health Facilities and Groups:

LLUMC	Loma Linda University Medical Center
LLUCH	Loma Linda University Children's Hospital
LLUHC	Loma Linda University Health Care
ARMC	Arrowhead Regional Medical Center
BMC	Loma Linda University Behavioral Medicine Center
EC	East Campus
ECAS	East Campus Ambulatory Services Building
ECH	East Campus Hospital
FH	Florida Hospital
FMG	Faculty Medical Groups of Loma Linda University School of Medicine
FMO	Faculty Medical Offices

GAMC	Glendale Adventist Medical Center
IEI	Inland Eye Institute
ORC	Outpatient Rehabilitation Center
PP	Professional Plaza
RCH	Riverside Community Hospital
RUHS	Riverside University Health System
RKH	Riyadh Al Kharj Armed Forces Hospital
SACHS	Social Action Community Health Systems Clinic
SH	Surgical Hospital
UHC	University Health Care
VMC	Jerry L. Pettis Memorial Veterans Medical Center
WMMC	White Memorial Medical Center

Faculty Classifications:

FT	Full-time
FTGL	Full-time Global
GFT	Geographical full-time
AFT	Administrative full-time
PT	Part-time
GPT	Geographic part-time
V	Voluntary
V/GL	Voluntary/Global

Miscellaneous:

AAA	Adventist Accrediting Association
AACRAO	American Association of Collegiate Registrars and Admissions Officers
ARP	Adventist Retirement Plan
CaUC	Canadian University College
COPA	Council on Postsecondary Accreditation
EAP	Employee Assistance Program
FERPA	Family Education Rights and Privacy Act
FF	Faculty Forum
GRI	Geoscience Research Institute
IRB	Institutional Review Board
LLHP	Loma Linda Health Plan
OSR	Office of Sponsored Research
SAP	Student Assistance Program
TOEFL	Test of English as a Second Language
UFC	University Faculty Council
WSCUC	WASC Senior College and University Commission
WE	White Estate

2020
LOMA LINDA UNIVERSITY
FACULTY HANDBOOK

Chapter 8
School Specific Policies

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[University Libraries](#)

[Faculty of Graduate Studies](#)