



Employee Handbook

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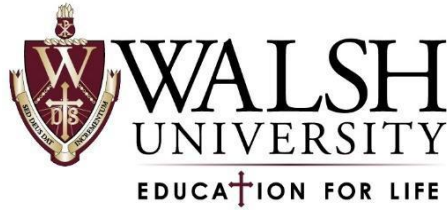
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1.1 Welcome to Walsh University

1.1-a. A Message from The President

Cav Nation!

You know our mission ... and we know it cannot be accomplished without YOU!

The intent of this handbook is to ensure we are fair and consistent with our operations and take care of our #1 resource: YOU!

If we are going to be successful as One University, we must work together as One University and model for our students how we take care of each other and how we conduct ourselves in a professional manner on and off campus every day of the year.

If you are drawing compensation and/or benefits from Walsh University, then this handbook applies to you. The “spirit and intent” of the handbook is important. We cannot and do not want to list out every possible situation.

As a condition of employment, we will use the handbook as our baseline without surrendering the need for each of us to think and act appropriately. We need everyone to exercise good judgement to ensure we meet the common good and the needs of the institution. If you see a need for an adjustment, please tell your Vice President.

Many thanks for all that you do as you live out your life’s purpose at Walsh University! All y’all rock!

SWORDS UP!

Dr. Tim Collins
President

1.1-b. Mission Statement

Walsh University is an independent, co-educational, Catholic liberal arts institution. Founded by the Brothers of Christian Instruction, Walsh University is dedicated to educating its students to become leaders in service through a values-based education with an international perspective in the Judeo-Christian tradition.

Walsh University believes in the desirability of a small university that promotes academic excellence, a diverse community, and close student-teacher interaction. The University provides an education that fosters critical thinking, effective communication, spiritual growth, and personal, professional, and cultural development. Walsh University encourages individuals to act in accordance with reason guided by the example and teachings of Jesus Christ.

Adopted 1999

1.1-c. Vision Statement

The Walsh University vision statement was developed as a collective University effort to serve as the University's North Star and emphasize our commitment to develop leaders with a moral foundation and an awareness of the common good.

Become a leading Catholic university known globally for inspiring others to pursue ingenious practices that serve the common good.

Adopted 2021

1.1-d. Core Values

We commit ourselves to these values in all that we do as a framework for helping each other take our place as we discover our life's purpose.

FAITH: We recognize that individual spiritual journeys and prayer are foundational in all of our efforts to fulfill the mission *-Trust what God has said-*

EXCELLENCE: We embrace the notion that our best efforts and selves are critical components to reaching our goals and ultimate purpose *-Do it right the first time-*

INTEGRITY: There is harmony and truth in our thoughts, words and deeds *-Do the right thing-*

SERVICE: We selflessly place the needs and interests of others ahead of our own *-Serve others first-*

COMMUNITY: We share a passion for the mission of the University and the values espoused therein as we care for and support one another to achieve the common good *-Do what is best for all of us-*

1.1-e. History

When the Brothers of Christian Instruction stood in a farmer's field at the corner of North Market and Easton in North Canton, Ohio, they formed a vision — a vision to turn 50 acres of alfalfa into a college campus. This vision lay on a foundation of faith, courage and selfless hard work.

That vision was realized on November 17, 1960, when the seven founding Brothers, comprising the entire faculty, welcomed the incoming class of sixty-seven "gentlemen" to, then, Walsh College. The school was named after the Bishop of the Youngstown Diocese at the time, Most Reverend Emmet Walsh. Brother Thomas Farrell (Walsh University's first president) stood on the steps and gave a pep talk to the inaugural class.

This wonderful Catholic higher-education resource has continued to grow and prosper for more than 60 years because the Brothers of Christian Instruction, and those who have built on their efforts, had a vision — a vision that built Walsh University, your education partner for life.

Walsh University has also been recognized nationally by numerous organizations for various points of distinction. Read more about our University's [National Recognition](#).

1.1-f. Handbook Introduction

This handbook communicates matters concerning your relationship to the University and its students, as well as pertinent University benefits and employment-related policies and information. No effort has been made to include all matters of employment policy and practice in this handbook; it would be impossible to cover all work-related issues and situations. The University reserves the right, at any time, to make changes in the wording of this handbook and/or any other employment policies or procedures.

No part of this handbook, or of any other document or communication, creates or evidences any kind of contract or promise between the University and an employee, nor does it prevent the termination of any employment relationship, by the University or by the employee, at any time or for any reason, with or without notice. Unless otherwise specifically agreed in writing by the President of the University, any employment with the University is at-will of the University and the employee. (See section 1-3b.)

We ask that you stay up to speed on the content of this handbook, as a thorough familiarity with it can prove helpful in matters which relate to your employment, both now and in the future. If, after reading this handbook, you still have questions about it, please contact the Human Resources Department, which will assist you in obtaining additional information or clarification. We welcome comments and suggestions about this handbook and about University employment practices and policies in general. Such communications from our employees will be given serious attention and consideration.

Please be aware that the most up-to-date version of this handbook will be found on the HR page of the Walsh website. In all cases, policies may be established and/or adjusted only by duly authorized University officials.

1.2 Standards of Ethical Conduct

1.2-a. Standards of Ethical Conduct, Introduction and Purpose

The Standards of Ethical Conduct applies to these groups, referred to as members of the Walsh University community:

- Employees and students of Walsh University
- Consultants, contractors and others, when performing services for the University or interacting with members of the University community, acting on behalf of the University, or otherwise required under contract to comply with these standards.

Members of the Walsh University community are expected to conduct themselves ethically, honestly and with integrity in all dealings. This means principles of fairness, good faith and respect consistent with laws, regulations and University handbooks and policies govern our conduct with others both inside and outside the community. These principles also guide our behaviors online and through social media.

Regardless of our various individual affiliations, each Walsh community member is expected to conduct the business of the University in accordance with our shared mission statement and core values and act in accordance with reason as we make decisions, exercising sound judgment and serving the best interests of the institution and the community.

1.2-b. Respect for Others

Walsh University promotes a professional and congenial work environment and takes all necessary steps to ensure that the work environment remains pleasant for all employees. Accordingly, everyone is expected to demonstrate professional courtesy and consideration towards fellow campus members, customers, vendors, the public or anyone else with whom they come into contact with while conducting business on behalf of Walsh University. The same is expected of our physical work environments. We all reflect Walsh University and represent Walsh to others in the community and those that visit us on campus.

Employees are expected to exhibit professional workplace behavior at all times. Unprofessional behavior includes, but is not limited to, malicious, obscene, threatening or intimidating acts, acts that disparage coworkers or that might constitute harassment or bullying. Examples of such conduct may include offensive comments meant to intentionally harm someone's reputation. Unprofessional behavior also includes refusal to follow a direct and lawful instruction from a supervisor, using inappropriate or offensive language, screaming, yelling, threatening or attempting to harm a co-worker, sabotaging another's work, stalking others, making false statements about others with malice that cause harm, or publicly disclosing another's private information. Engaging in unprofessional workplace behavior will be subject to corrective action, including separation from the University.

Walsh University opposes unjust discrimination as a matter of human dignity. Walsh University does not discriminate on the basis of race, age, sex, color, disability, national or ethnic origin, or status as a veteran in the administration of our policies and programs. This statement applies to all academic programs, all athletic programs, and to all policies and procedures concerning students and student activities. This statement applies to all personnel and administrative policies. Walsh University is a

religious institution of higher education in the Catholic-faith tradition and is protected by the Religious Freedom Restoration Act (RFRA) and the First Amendment.

1.2-c. Compliance with Laws and Applicable Policies and Procedures

University policies and procedures are designed to inform our everyday responsibilities, to set standards and to give University community members notice of expectations. Members of the University community are expected to transact all University business in conformance with policies and procedures and accordingly have an obligation to become familiar with those that bear on their areas of responsibility. Each member is expected to seek clarification on a policy or other University directive found to be unclear, outdated or at odds with University objectives. It is not acceptable to ignore or disobey policies if one is not in agreement with them, or to avoid compliance by deliberately seeking loopholes.

University business is to be conducted in conformance with legal requirements, including contractual commitments undertaken by individuals authorized to bind the University to such commitments. The acceptance of an agreement, including sponsored project funding, may create a legal obligation on the part of Walsh University to comply with the terms and conditions of the agreement and applicable laws and regulations. Therefore, only individuals who have authority delegated by an appropriate University official may enter into agreements on behalf of the University.

In some cases, University employees are also governed by ethical codes or standards of their professions or disciplines. It is expected that those employees will comply with applicable professional standards in addition to laws and regulations.

1.2-d. Confidentiality, Privacy, and Information Security

Walsh University community members receive and generate various types of confidential, regulated, proprietary and private information on behalf of the University. All members of the community are expected to comply with all applicable rules, laws, and regulations (whether federal, state, local or foreign), contractual obligations, and University policies pertaining to the use, protection and disclosure of this information. When disaffiliating from Walsh, community members must return all sensitive University data unless an exception has been granted in writing.

1.2-e. Financial Responsibilities and Internal Controls

Members of the Walsh University community are expected to employ sound business practices and exercise prudent financial management in their stewardship of University resources and protection and management of University financial assets. All University accounting and financial records, tax reports, expense reports, time sheets and effort reports, and other documents including those submitted to government agencies must be accurate, clear, complete and submitted by established deadlines. All published financial reports will make full, fair, accurate, timely and understandable disclosures as required under generally accepted accounting principles, bond covenant agreements, other requirements, and our core values.

1.2-f. Use of University Resources

University resources are reserved for business purposes on behalf of the University. They may not be used for personal gain, and may not be used for personal use except if the manner is incidental, and reasonable in light of the employee's duties. University resources include, but are not limited to:

- University systems (e.g., telephone systems, data communication and networking services)
- The Walsh domain for electronic communication forums
- Walsh name, logo, and letterhead
- University equipment (e.g., computers and peripherals, University vehicles)
- Walsh facilities
- Procurement tools such as purchasing cards, travel cards and petty cash
- University records including student, employee, donor, sponsor, and patient records

1.2-g. Conflict of Interest

Relationships between Walsh and its vendors or sponsors must be free of any real or perceived impropriety or favoritism. Outside professional activities, private financial interests or the receipt of benefits or gifts from third parties can cause an actual or perceived conflict of interest.

This Conflict of Interest policy serves as an umbrella policy that establishes University wide expectations regarding conflicts of interest. Employees are also subject to additional conflict of interest standards described in related University policies, including but not limited to 1.8-e, Employee-Student Consensual Relations, and 1.8-s, Nepotism Policy. Employees are responsible for promptly disclosing any actual or potential conflict of interest to their area Vice President in accordance with University procedures.

Unless documented as an essential function of a position, University community members should not solicit any gift, and should not personally accept any material gift, gratuity or payment, in cash or in kind, from any third party seeking to do business with the University or currently doing business with the University.

1.2-h. Reporting Suspected Violations

Adherence to these standards requires that any suspected violations of applicable standards, policies, laws or regulations be brought to the attention of the appropriate official. Members of the Walsh community should report suspected violations of applicable laws, regulations, government contract and grant requirements, these standards and University policies and procedures. This reporting should normally be made initially through management channels, beginning with the immediate supervisor. If for any reason it is not appropriate to report suspected violations to the immediate supervisor (e.g., the suspected violation is by the supervisor), or the employee is uncomfortable doing so, individuals may go to a higher level of management within their department or Human Resources. Managers and persons in supervisory roles are required to report allegations presented to them or that come to their attention in the ordinary course of performing their supervisory duties. Every concern is treated seriously and reviewed in the appropriate manner.

All members of the Walsh University community are expected to cooperate fully in the investigation of potential violations of University policy and applicable rules, laws, or regulations.

Walsh policy prohibits retaliation against an individual who in good faith reports or provides information about concerns or suspected violations. Retaliation is an adverse action taken because an individual has made a report or has participated in an investigation. False accusations made with the intent of harming or retaliating against another person may subject the accuser to disciplinary action.

Walsh University encourages reporting through the management channels so that the allegations may be investigated for substantiation. To ensure the highest standards of ethical conduct and accountability, our organization provides a secure and anonymous channel for reporting concerns related to fraud, waste, financial misconduct, or other unethical behavior. Reports can be submitted anonymously through our reporting website at <https://wuinform.walsh.edu>. This system is designed to protect the confidentiality of all reporters, ensuring that your identity will not be disclosed unless you choose otherwise. All submissions will be reviewed promptly and handled with the utmost discretion and professionalism.

1.2-i. Consequences of Violation

Confirmed violations will result in appropriate disciplinary action up to and including termination of employment or other relationships with the University. Where appropriate, referrals may be made to law enforcement officials.

Effective July 1, 2021; Updated June 1, 2025 and October 1, 2025

1.3 Employment Administration

1.3-a. Walsh University – General Information

Address: 2020 E Maple St, North Canton, OH 44720
Telephone: (330) 490-7090
Fax: (330) 490-7170 (HR)
Email: WalshHR@walsh.edu
Website: <https://www.walsh.edu>

Administrative Office Hours: Office hours are 8:00 a.m. to 5:00 p.m., with an unpaid 60-minute lunch break. Individual work schedules may vary depending on the needs of each department.

Workweek: The standard workweek (for payroll purposes) is from Saturday 12:00 a.m. until Friday 11:59 p.m. and generally consists of 37 work hours due to Cav Time Off (see 1.3-c.).

1.3-b. Employment Classification

It is the intent of Walsh University to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility. These classifications do not guarantee employment for any specified period of time. The right to terminate the employment relationship at-will at any time is retained by both the employee and Walsh University. All employees are designated as either Non-Exempt or Exempt under state and federal wage and hour laws. Walsh University may review or change employee classifications at any time.

Non-Exempt Employees

Employees whose work, as defined by the US Department of Labor's Fair Labor Standards Act (FLSA) are NOT exempt from the FLSA and Ohio state law's requirements regarding minimum wage and overtime. Non-exempt employees will be compensated at a rate of 1.5 times their regular rate or weighted average rate of pay for each hour worked that exceeds 40 hours in Walsh University's established workweek.

Exempt Employees

Generally, executive, managerial, professional, administrative and faculty/coaches are exempt from the minimum wage and overtime provisions of the FLSA and Ohio state law. Their compensation is fixed per each semi-monthly pay period. Exempt employees hold jobs that meet the standards and criteria established under the FLSA by the US Department of Labor.

Walsh University has established the following categories for both non-exempt and exempt employees:

Regular, Full-time

Employees who are not in a temporary status and work a minimum of 30 hours weekly and maintain continuous employment status. Generally, these employees are eligible for the full-time benefits package and are subject to the terms, conditions, and limitations of each benefits program.

Regular, Part-time

Employees who are not in a temporary status and who are regularly scheduled to work less than 30 hours weekly but at least 20 hours weekly and who maintain continuous employment status. Part-time employees are eligible for some benefits offered by the University and are subject to the terms, conditions, and limitations of each benefits program.

Temporary/Seasonal, Full-time

Employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project and who are temporarily scheduled to work Walsh University's full-time schedule for a limited/seasonal duration. Employment beyond any initially stated period does not in any way imply a change in employment status.

Temporary/Seasonal, Part-time

Employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project and who are temporarily scheduled to work less than 30 hours weekly for a limited/seasonal duration. Employment beyond any initially stated period does not in any way imply a change in employment status.

Casual Employee

Employees who are only guaranteed work when it is needed and there is no expectation that there will be more work in the future. Casual employees have a high degree of flexibility with the ability to decline shifts (where shift work is applicable).

Graduate Assistant

Students looking to gain professional experience while enrolled in a graduate program. Compensation includes tuition remission and a monthly stipend.

Student Worker

A student employee is a part-time hourly employee who is concurrently enrolled at Walsh University with the primary goal of achieving a degree. Thus, the employment is interim or temporary in nature and is incidental to the pursuit of an academic program.

1.3-c. Work Hours and Cav Time Off

While Cav Time Off (CTO) is in effect, normal work hours for designated departments are 8:00 a.m. to 5:00 p.m. Monday through Thursday and 8:00 a.m. to 2:00 p.m. on Friday. On rare occasions, employees may be needed to work past 2 p.m. on Fridays. If this occurs, no additional CTO will be granted. Advanced notice of this change to Cav Time Off will normally be provided to all required employees. There are still essential services the University will need, and we will continue to have those available as we usually do when closed for a Federal or observed holiday. CTO can be amended or eliminated if significant impacts or consequences arise for the University.

CTO is designated for full-time regular staff who are usually scheduled for 40 hours per week, including Fridays. Employees who work part time or a reduced schedule are not eligible.

There is a one-hour unpaid lunch period per day for most staff. A department may operate on a different work schedule based upon University and student needs. Vice Presidents and department supervisors

have broad discretion on employee schedule adjustments to promote the use of 3 hours of CTO each week.

Both non-exempt and exempt employees may flex their 37-hour work schedule in the same workweek, with their supervisor's approval. For example, if an employee works 11 hours on Monday, they could work 8 hours on Tuesday and Wednesday, 5 hours on Thursday, and 5 hours on Friday to reach their 37 work hours for the week. Flexing hours or remote work requires direct supervisor approval. If flexing hours or remote work is more than on occasion it requires Vice President pre-approval through the Remote and Hybrid Work Arrangement policy (see 1.4-f).

Under the Fair Labor Standards Act (FLSA), exempt employees are not eligible for overtime and should not expect compensatory time for working in excess of forty (40) hours per week. Non-exempt employees are eligible for overtime, which is paid for time worked above 40 hours in a workweek. Overtime pay will be calculated at a rate of one and one-half times the employee's regular hourly wage. Non-exempt employees who work more than 37 hours (due to Cav Time Off- CTO) per week but not more than 40 hours in a work week, are paid straight time for the additional hours. Overtime hours must be approved in advance by the department supervisor. Employees log their time worked and request time off using the PAYCOM system.

All employees are required to enter vacation, sick, or other time off, accurately and timely, within each pay period. Repeated violations may result in disciplinary action being taken and, for those eligible positions, forfeiture of any accrued vacation at separation from the University.

Daily Holy Mass allows (Monday- Friday) us to have quiet time for prayer and reflection in the midst of our busy days. You can attend Daily Holy Mass "on the clock." You are not required to use your lunch time to attend. We believe it is important to your well-being as well as of tremendous benefit to our campus community.

1.3-d. Overtime

Overtime work for non-exempt employees must be approved in advance by the immediate supervisor and authorized by the VP of the applicable area. Employees neglecting to obtain prior approval for overtime may be paid for hours worked and may be disciplined up to and including termination.

Overtime pay for all non-exempt employees will be paid at a rate of one and a half times their regular or weighted average rate of pay for all hours worked in excess of the first 40 hours in any established workweek. However, overtime pay at time and a half takes into account only those hours actually worked. Paid time off for vacation, illness, holiday, Cav Time Off, or other paid leave are not hours worked.

Exempt employees are not eligible for overtime pay.

1.3-e. On-Call

A non-exempt employee who is required to remain on-call on campus is working "on-call." An employee who is required to remain at home, or who is allowed to leave a message where he/she can be reached, is not working while on-call.

1.3-f. Other Employment

If a full-time employee of the University wishes to pursue a full or part-time job elsewhere, where there may be a conflict, it shall be understood that their primary responsibility is to Walsh University, and approval from their Walsh University supervisor must be obtained. Failure to notify one's supervisor may be cause for the employee's termination. If the employee's performance at Walsh suffers due to other employment, the employee may be asked to resign the other job. Refusal to do so may result in termination.

1.3-g. Payroll: Pay Periods and Deductions

Most employees are paid on a semi-monthly basis, per the Walsh University pay schedule, and pay is directly deposited. Please note that payroll dates may be altered with appropriate notice due to holiday schedules. Paystubs (detailing your gross and net wages and deductions) are available electronically. Each employee is given access to a secure, personal website in which only his or her own pay information is visible.

Walsh University has the right to make compensation adjustments at any time.

Walsh University does not make improper deductions from the salaries of exempt employees and complies with the salary basis requirements of the Fair Labor Standards Act (FLSA). Employees classified as exempt from the overtime pay requirements of the FLSA will be notified of this classification at the time of hire or change in position.

Permitted Deductions

The FLSA limits the types of deductions that may be made from the pay of an exempt employee. Deductions that are permitted include:

- Deductions that are required by law, e.g., income taxes
- Deductions for employee benefits when authorized by the employee
- Absence from work for one or more full days for personal reasons other than sickness or disability
- Absence from work for one or more full days due to sickness or disability if the deduction is made in accordance with a bona fide plan, policy, or practice of providing compensation for salary lost due to illness
- Offset for amounts received as witness or jury fees or for military pay
- Unpaid disciplinary suspensions of 1 or more full days imposed in good faith for workplace conduct rule infractions and
- Any full workweek in which the employee does not perform any work

During the week an exempt employee begins work for the University or during the last week of employment, the employee will only be paid for actual hours worked. In addition, an employee may be paid only for hours worked during a period when the employee is using unpaid leave under the Family and Medical Leave Act (FMLA).

If an employee classified as exempt believes that an improper deduction has been taken from the employee's pay, the employee should immediately report the deduction to the HR department. The

report will be promptly investigated, and if it is found that an improper deduction has been made, the University will reimburse the employee for the improper deduction.

1.3-h. Confidentiality

All employees are required to protect confidential information entrusted to them in a professional manner. Disclosure of confidential or sensitive information to anyone who does not have a need to know is an infraction. Some departments may require the employee to sign a Confidentiality Agreement prior to employment. An employee who improperly uses or discloses confidential business information may be subject to disciplinary action up to and including termination of employment and legal action, even if the employee does not actually benefit from the disclosed information.

This provision is not intended to, and should not be interpreted to, prohibit employees from discussing wages and other terms and conditions of employment if they so choose.

1.3-i. Privacy: Personally Identifying Information

It is Walsh University's policy that Social Security and student identification numbers obtained from employees, students, vendors, contractors, customers, and/or others are confidential information. Social Security and student identification numbers will be obtained, retained, used, and disposed of only for legitimate business reasons and in accordance with the law and this policy.

Documents or other records containing employee and/or student Social Security numbers and/or student identification numbers generally will be requested, obtained, or created only for legitimate business reasons consistent with this policy. For example, Social Security numbers may be requested from employees for tax reporting purposes (i.e., Internal Revenue Service (IRS) Form W-4), for new hire reporting, or for purposes of enrollment in the University's employee benefit plans.

All records containing Social Security and student identification numbers (whether partial or complete) will be maintained in secure, confidential files with limited access (see 1.3-l.)

Unauthorized use/Disclosure:

Any employee who obtains, uses, or discloses Social Security and/or student identification numbers for unauthorized purposes or contrary to the requirements of this policy and procedure may be disciplined, up to and including discharge. The University will cooperate with government investigations of any person alleged to have obtained, used, or disclosed Social Security numbers for unlawful purposes.

1.3-j. Privacy: Investigations, University Property, Surveillance

It is Walsh University's goal to respect the individual privacy of its employees and at the same time maintain a safe and secure workplace. When issues of safety and security arise, employees may be requested to cooperate with an investigation. The investigation may include the following procedures to safeguard the University and its employees, students and guests: searches of personal belongings, searches of work areas, searches of private vehicles on University premises, medical examinations, and the like. Failure to cooperate with an investigation is grounds for termination. Providing false information during any investigation may lead to discipline, including termination.

Employees are expected to make use of University facilities only for the business purposes of the University. Accordingly, materials that appear on University's hardware or networks are presumed to be for business purposes, and all such materials are subject to review by the University at any time without notice to the employees. Employees should not have any expectation of privacy with respect to any material on University property. Walsh University regularly monitors its communications systems and networks as allowed by law. Monitored activity may include voice, e-mail, and text communications, as well as Internet search and browsing history. Employees who make excessive use of the communications system for personal matters are subject to discipline. Employees are expected to keep personal communication to a minimum and to emergency situations.

Video surveillance:

As part of its security measures and to help ensure a safe workplace, Walsh University has positioned video cameras to monitor various areas of its facilities. Video cameras will not be used in private areas, such as break rooms, restrooms, locker/dressing rooms, etc.

1.3-k. Employment Files

All employment files and documents contained in it are University property and are kept by Human Resources. Employees may request an appointment to review their file as well as elect to append statements, which would correct, amend, or supplement records, which they believe to be inaccurate or incomplete. The file review must be done in the presence of a human resources representative.

Confidentiality:

Only authorized employees (typically the employee themselves, their direct supervisor, as well as the appropriate VP and President of the University) may have access to their employment file with the approval of the Vice President for Human Resources.

Walsh University will comply with all federal and state laws regarding access to and content of information within employment files.

1.3-l. Personal Information

Employees are expected to promptly update changes such as address, phone number, marital status, dependents and/or beneficiaries in Paycom. To ensure Banner is updated for the WU Alert system, please also send address and phone changes to WalshHR@walsh.edu.

If your personal data changes due to moving, marriage, divorce, birth, or adoption, it is the employee's responsibility to follow the procedures described above so Human Resources and Payroll can update employment records and insurance information.

1.3-m. Background and Reference Checks

Walsh University conducts Background Investigations and Reference Checks at the time of hire for each employee. As an employee, you are consenting to additional periodic background checks as determined by our liability carrier or as deemed necessary. Failure to complete these with satisfactory results may result in the withdrawal of an employment offer or termination of employment.

Background and Reference checks may include:

- Social Security Verification: validates the applicant's Social Security number, date of birth and former addresses.
- Prior Employment Verification: confirms applicant's employment with the listed companies, including dates of employment, position held and additional information available pertaining to employment.
- Personal and Professional References: calls will be placed to individuals listed as references by the applicant.
- Educational Verification: confirms the applicant's claimed educational institution, including the years attended and the degree/diploma received.
- Criminal History: includes review of criminal convictions and probation. The following factors will be considered for applicants with a criminal history:
 - The nature of the crime and its relationship to the position.
 - The time since the conviction.
 - The number (if more than one) of convictions.
 - Whether hiring, transferring or promoting the applicant would pose an unreasonable risk to the business, its employees or its customers and vendors.

The following additional background searches may be performed:

- Motor Vehicle Records: provides a report on an individual's driving history in the state requested. This search will be run when driving is an essential requirement of the position.
- Credit History: confirms candidate's credit history. This search will be run for positions that involve management of Walsh University funds and/or handling of cash or credit cards.

Procedure:

Reference Checks are completed by the hiring manager. Final candidates who are offered employment must complete a background check authorization form. Human Resources will order the background check upon receipt of the signed release form, and either internal HR staff or an employment screening service will conduct the checks. A designated HR representative will review all results.

The HR representative will notify the hiring manager regarding the results of the check. In instances where the background check is not complete and clear, the appropriate Vice President and Vice President for Human Resources will assess the potential risks and liabilities related to the job's requirements and determine whether the individual should be hired. If a decision not to hire or promote a candidate is made based on the results of a background check, there may be certain additional Fair Credit Reporting Act (FCRA) requirements that will be handled by Human Resources in conjunction with the employment screening service.

1.3-n. Employment Verification

Walsh University maintains a neutral reference policy for external requesters. Only the following information is released regarding your employment:

- Job title
- Hire date and/or rehire date
- Most recent separation date (if applicable)

Information regarding work performance, disciplinary actions, reason for separation or rehire status will not be released. In addition, managers are not authorized to write letters of recommendation for external employment opportunities. Direct all requests for employment verifications and references to Human Resources.

Employment verifications for Walsh University are completed through the Payroll and Benefits department. The university can provide employment information to prospective employers for loans, credit card applications, and other financial needs. Requests for information other than job title, hire/rehire date, or separation dates (Ex. salary) must be sent to Walsh in writing with a signed authorization. All forms can be sent via fax (330-490-7170) or e-mail (kbeane@walsh.edu).

Information requests regarding legal matters will not be provided by the University without a court ordered subpoena.

1.3-o. Transfers and Promotions

It is the policy of Walsh University to recognize capable, qualified members for promotion to appropriate higher positions. Employees are encouraged to discuss promotion possibilities within their department with their supervisor, department head or the Human Resources Department.

The Human Resources Department will post job vacancies on the job opportunities page on The University's website. There may be circumstances in which an employee from the department in which the opening exists will be identified for promotion to the vacant position. In this case the position would not be posted. Employees who have a desire to transfer to another position must follow the internal transfer policy below.

The Vice President for Human Resources may determine the scope of the search for open positions, which may include an external search. In the case of an external search, a search committee may be created to screen and present a non-binding recommendation to the Vice President or appointing authority.

All external finalists will meet with Human Resources and the President as part of the hiring process and prior to any offer being extended.

Internal Transfer Policy:

Generally speaking, employees are eligible to apply for a transfer if they meet all of the following minimum qualifications:

- Completed twelve (12) months of service in their current position. This does not apply to promotional opportunities described above.
- Meets the minimum qualifications of the position, and
- Is not on an active performance improvement plan or has not had a corrective action at the level of written or final written warning issued within the previous six months.

The above requirements may be waived with approval from the current supervisor, hiring manager and Human Resources.

As a common courtesy, employees should inform their current supervisors of their interest in the transfer opportunity prior to applying.

Each employee requesting a transfer will be considered for the new position along with all other applicants when applicable. Each transfer is judged on an individual basis, depending on the needs of both departments involved. The losing Vice President will determine the release date for the transfer to the new department.

1.3-p. Performance Reviews

It is the intent of Walsh University to have the performance of employees reviewed periodically throughout the year by their immediate supervisor through our Performance Conversation process.

The primary focus of the review is developmental. The review process should be integrated with the strategic planning and mission of the University, linking employee jobs and their individual goals with the goals of the institution. Performance reviews are designed to assess employees relative to established performance dimensions and University values. Such reviews are intended to serve as an objective means of communicating and evaluating strengths and weaknesses.

After the performance review has been discussed with the employee and the process completed, the review will be housed in our payroll system and employees may access the reviews via the applicable payroll system. Please contact Human Resources for more information on the Performance Conversation process.

1.3-q. Grievance Procedure

Misunderstandings, conflicts, or miscommunications between supervisor and employee, co-worker and employee or others may occur in the workplace.

For harassment complaints, please see section 1.8-i. For Sexual Misconduct & Interpersonal Violence (Title IX) complaints please see section 1.8-l.

This policy and procedural steps provide a vehicle for the formal review of problems in order to respond to employees quickly, in a consistent manner, to resolve concerns internally, and for the creation of a written record for employee files. Whenever possible, employees are encouraged to initially direct their concerns with whom their complaint exists. However, any employee may utilize this Grievance Procedure whether or not that action has been taken.

Employees should be generally assured that no one will be retaliated against for filing a good faith complaint under this procedure. Walsh University reserves the right to impose appropriate disciplinary action for any conduct it considers to be disruptive or inappropriate or to discipline employees who are less than candid in the grievance procedure.

Responsibilities

It is the responsibility of **Supervisors/Managers/Vice Presidents/Deans/Chairpersons** to ensure that:

- They identify, prevent and address potential problems before they become formal grievances when possible;
- Any grievance is handled in the most appropriate manner at the earliest opportunity;
- All employees are treated with dignity and respect within our policy guidelines and without fear of intimidation.

It is the responsibility of **Employees** to ensure that:

- They attempt to resolve any issues through their immediate supervisor and through internal processes at the earliest opportunity.
- They follow the grievance procedures in the order as listed below.
- They contact human resources if they are unsure of how to file a complaint/grievance.

It is the responsibility of the **Human Resources Department** to ensure that:

- All managers, supervisors, and employees are aware of their obligations and responsibilities in relation to communication and information sharing with their employees.
- Ongoing support and guidance is provided to all employees in relation to employment and communication issues.
- All managers, supervisors, and employees are aware of their obligations and responsibilities in relation to handling grievances.
- Any grievance that comes to the attention of human resources is handled in the most appropriate manner at the earliest opportunity.

Procedure

For the purposes of this policy “written complaint” means communication via email (Walsh University or personal email accounts) or in a typed or hand-written letter form voicing the grievance/complaint.

1. Step 1: Informal discussion with Supervisor

Employee concerns should first be discussed with the employee's immediate supervisor. Many concerns can be resolved informally when an employee and supervisor take time to review the concern and discuss options to address the issue.

2. Step 2: Written complaint to Supervisor/Manager/Dean/Chairperson

If the employee is not satisfied with the results of the informal discussion in Step 1, the employee may submit a written complaint within five working days to his or her immediate supervisor to include:

- The nature of the grievance.
- Detailed information including evidence of the issue, witnesses, related policies, etc.
- The remedy or outcome desired.

The immediate supervisor will have five working days to respond to the employee.

3. Step 3: Written complaint to the area Vice President

If the employee is not satisfied with the response from the immediate supervisor, the employee may submit a written complaint to Walsh University's area Vice President for review. A copy should also be sent to Human Resources. The request for review should include:

- An explanation of the grievance and details of all previous efforts to resolve the issue.
- A copy of the written complaint submitted to the immediate supervisor.
- A copy of the immediate supervisor's written response to the employee's complaint.
- Detailed information regarding the employee's dissatisfaction with the immediate supervisor's response.

The Vice President will consult with the employee's immediate supervisor, Human Resources, and any other relevant parties to evaluate the grievance and provide a response to the employee within five working days.

4. Step 4: Written complaint to The President and Final Review

If the employee is not satisfied with the response from the Vice President, the employee may submit a written complaint to Walsh University's President for review. A copy should also be sent to Human Resources. The request for review should include:

- An explanation of the grievance and details of all previous efforts to resolve the issue.
- A copy of the written complaint(s) submitted.
- A copy of any response(s) to the employee's complaint.
- Detailed information regarding the employee's dissatisfaction with the immediate supervisor's/Vice President's response and proposed resolution.

The President will consult with the employee's Vice President, Human Resources, and any other relevant parties to evaluate the grievance and provide a written response to the employee within fifteen working days. The outcome of the review by The President is final unless evidence or other circumstances which may warrant additional review of the complaint is recommended by the Vice President for Human Resources.

Other

Anonymous complaints through this grievance procedure will not be addressed according to the above policy as the anonymity doesn't allow for these procedures to occur. However, anonymous complaints will be considered appropriately.

Recordkeeping

Human resources will maintain records of the grievance process confidentially and securely.

1.4 On the Job

1.4-a. Attendance

Regular, prompt attendance at work by all employees is essential to efficient operations and, ultimately, the success of the University. Dependability, attendance, and punctuality are essential at all times. As such, employees are expected to work on all scheduled workdays and during all scheduled work hours and to report to work and meetings on time unless there is planned vacation time, sick time or another authorized absence in collaboration with the direct supervisor and area Vice President.

1.4-b. Absences

Occasional absences due to illness, injury, or other reasons are sometimes unavoidable.

A doctor's verification and release is required prior to returning to work for any absence of three or more days due to illness or injury of the employee. Available vacation and/or sick time must be appropriately used for absences and recorded in Paycom. Managers will notify Human Resources if their staff member has missed three or more days due to illness or injury of the employee. Doctor's verifications will be provided to Human Resources upon first day of returning to work.

Excessive or frequent absenteeism or tardiness will result in discipline up to and including termination. Failure to show up or call in for a scheduled shift without prior approval also may result in discipline up to and including termination. If an employee fails to report to work or call in to inform the supervisor of the absence for three consecutive days or more, the employee will be considered to have voluntarily resigned employment.

An example of excessive absenteeism may be defined as utilizing all paid days off in the accrual year and continuing to utilize unpaid days. FMLA or other unpaid approved leaves of absence are handled separately. Walsh University reserves the right to require that an employee submit a doctor's note to verify illness or injury and/or to verify that employee is fit to return to duty, prior to returning to work.

Absences that qualify under the Family and Medical Leave Act or as a disability accommodation are handled separately and in accordance with all applicable state and federal laws and University policies.

1.4-c. Recording Time

Non-exempt employees are expected to punch in when they arrive at the beginning of each scheduled workday and punch out when they leave at the end of their scheduled workday. Should a non-exempt employee need to leave the premises for non-work related reasons, they should punch out and punch back in upon their return. Non-exempt employees should not punch in prior to their regular starting time or punch out after their regular ending time unless they have pre-approval from their manager or Vice President of the area (see 1.3-d, Overtime).

An employee who is not at their assigned workplace prepared to work at the beginning of their scheduled work time is considered to be late. Non-exempt employees will not be paid for lateness (as they are paid for only hours worked); they may however, be disciplined for lateness up to and including termination.

As a condition of employment, all employees are required to enter vacation, sick, or other time off, accurately and timely, within each pay period and submit for approval. Non-exempt employees are required to enter hours worked as detailed above and submit for approval each pay period. Repeated violations may result in disciplinary action being taken up to and including termination, and, for those eligible positions, forfeiture of any accrued vacation at separation from the University.

1.4-d. Dress Code

The Walsh University business casual dress code policy is designed to help us all provide a consistent professional appearance to our Cav Nation, including students, parents, colleagues and visitors. The goal is to be sure that we maintain a positive appearance and to model to students what it means to be professionally employed.

Do:

- Dress in business casual attire unless the day's task requires otherwise or the department dress code is different.
- Present a clean, professional appearance.
- Be well-groomed and wear clean clothing, free of tears, or other signs of wear.
- Wear jeans with tops that are University gear or colors on Cav Days, which are authorized on all Fridays. Unless specific permission is granted for a specific reason or event, jeans are not permitted any other time.
- Avoid hair colors that are bright, extreme, or multi-colored.
- Be aware that clothing and grooming styles dictated by religion or ethnicity are allowed.

Don't:

- Wear clothing with offensive or inappropriate designs or stamps.
- Wear clothing that is too revealing and not modest.
- Wear athletic wear, including yoga pants and shorts.
- Wear flip flops or similar shoes.

Some employees have a specific dress code based on their role. (Example: maintenance/grounds, campus police, athletic coaches, etc.) Those employees should consult with their area Vice President for specific requirements for dress.

Managers or supervisors are expected to inform employees when they are violating the dress code.

Employees in violation are expected to immediately correct the issue, which may include having to leave work to change clothes. The employee will not be compensated for the time required to change. Repeated violations may result in disciplinary action being taken up to and including termination.

1.4-e. Tattoos and Body Piercings

There is a concern that visible tattoos and body piercings such as eyebrow rings and tongue studs may offend some supervisors, co-workers, students or parents. While tattoos and piercings may be examples of self-expression, they generally are not recognized as indications of religious or racial expression and,

therefore, are not protected under federal discrimination laws. As a result, it is the University's policy that:

- No visible tattoos are allowed above the shoulders (excluding tattoos for natural looking cosmetic enhancements, such as eyebrows, lips, and eye liners).
- Tattoos that contain offensive words, messages, slogans, or pictures, including but not limited to those displaying nudity, sexual acts, gender, race, religion, disability, or national origin, and/or may be perceived to be gang-related, shall be covered and/or not visible while on duty. The area Vice President is the final authority on "offensive."
- Objects, articles, jewelry (including ear lobe expanders), or ornamentation of any kind shall not be inserted, attached to or through the skin if visible on the tongue, any part of the mouth, eyebrow, or cheek. Nose rings are not authorized under this policy.

If an employee has a question about how the tattoo and body piercing policy is applicable to them, the matter should be immediately raised with their supervisor in consultation with human resources for consideration and determination.

1.4-f. Remote and Hybrid Work Arrangements

Remote and hybrid work arrangements may be used to allow employees to fulfill some or all of their duties from an off-campus location on an infrequent basis with approval from the direct supervisor. When considering remote and hybrid work arrangements on a frequent and formal basis, consideration is made as a strategic business decision, in addition to being a benefit for employees, and where consistent with Walsh University's mission, including:

- creating a highly engaged, diverse, and inclusive workforce to support the University's mission of educating students to be leaders in service to others;
- attracting and retaining employees by providing a work environment that is supportive, productive, and flexible;
- sustaining a highly collaborative culture and campus community;
- fostering an environment for continued spiritual, professional, cultural and personal growth; and
- empowering decisions that prioritize both business needs with consideration of employee preferences.

For these reasons, the University provides remote and hybrid work arrangements and flexible scheduling when appropriate and when in alignment with the needs of the teams and departments. Approval for such arrangements is granted at the discretion of the department Vice President and is subject to ongoing and periodic review*. The determination of employee eligibility for remote and hybrid work will be made in accordance with this policy and the needs of the department or team.

All approved remote or hybrid work arrangements will have a trial period of 90 days and may be discontinued and at any time at the request of either the employee or the supervising VP. Every effort will be made to provide fifteen days' notice of such change. There may be instances, however, when no notice is possible to meet the needs of the University. Please contact Human Resources for additional information or to receive the full policy and procedure and the Remote and Hybrid Work Agreement.

*All ongoing hybrid/remote working arrangements must be reviewed annually as determined by the respective Vice President and the Vice President for Human Resources and may be altered/terminated at that time based on University needs.

1.4-g. Travel Time

Ordinary travel time from home to campus and back is not work time. If an employee travels directly from home to a location other than campus to accomplish University business, the time spent traveling to and from that location is work time minus the time the employee would normally spend commuting to campus.

Time spent by an employee traveling from location to location, i.e. from one high school to another, is work time. Travel time away from Campus that keeps the employee from home overnight is work time when it clearly cuts across the employee's workday. This applies to hours worked on both normal working days and nonworking days. Employees should work directly with their supervisor to discuss their schedule during a week including overnight travel.

Travel time for non-exempt employees is compensated according to the Fair Labor Standards Act (FLSA) and University procedures. Questions about compensable travel should be directed to Human Resources.

1.4-h. Identification Cards and Keys

Employees have the obligation of securing identification cards which they should have visibly displayed on their person at all times. Individuals who fail or refuse to produce an ID upon request, or who allow anyone else use of their card, will be subject to disciplinary action and/or immediate removal from the Walsh University campus.

Employees are responsible for safekeeping all building or offices keys issued. Employees should not permit unauthorized use, transfer to another person, or duplicate the keys. If a key is lost or stolen, employees shall notify the Director of Facilities and Grounds immediately, and are responsible for all financial charges related to replacements.

Upon separating from the University, all building and office keys must be returned to the Human Resources Department so they can be reassigned through Facilities and Grounds. Failure to do so may result in a replacement fee that will be assessed in the final paycheck.

1.4-i. Media

All media inquiries and requests for interviews from the media must be referred to the Director of University Relations.

Employees may not give confidential information, make official statements, or official policy announcements to the media without the approval of the Director of University Relations or the Vice President for Marketing & Communications/CPAO .

Walsh University employees must adhere to relevant University policies as well as all federal, state and local laws and policies regarding the release of information about activities of Walsh University, or its employees or students, including those that apply to trade secrets, privacy and confidentiality.

1.4-j. Disciplinary Action

It is the intent of the University to assist employees in the improvement of their behavior and/or performance prior to disciplinary action being taken. However, employee disciplinary action may be required to assure performance standards, and University rules and regulations are met. Various forms of discipline, depending upon the seriousness of the problem, may be used including: verbal warning, written warning, performance improvement plans, probation, suspension or discharge. See section 1.9-d.

Disciplinary action must be coordinated with Human Resources prior to presenting to staff members.

1.5 Employee Benefits

This section provides a general overview of employee benefits, which the University reserves the right to make changes in employee benefit programs at any time. Each benefit program is subject to the terms, conditions, and limitations of the formal plan documents and insurance contracts. If there is ever a difference between what is written here and the official plan document, the plan document will control.

Each year, employees will receive a Total Compensation Statement that provides a clear and comprehensive review of the full value of their salary, benefits, and other employer contributions, in order to understand the total rewards of employment beyond just the base pay.

1.5-a. Benefit Eligibility

Employees eligible for the complete Walsh benefits package as outlined in this handbook are employees who are hired to work a minimum of 30 hours per week as full-time regular employees.

The benefits package for those that work between 20 - 29 hours a week is:

- Prorated holiday pay
- Vacation credit
- Sick leave credit
- Prorated tuition remission for the employee and their eligible dependents. The percentage is calculated based on the employee's scheduled hours of work. For example, if an employee is scheduled to work 20 hours per week the remission will be 50% of 100% or 50%.
- Eligibility to participate in the TIAA retirement program according to plan document requirements (at least 1000 hours in a year).

Temporary/seasonal employees, casual employees, graduate assistants and student workers are not eligible for holiday pay, vacation or sick time and are not eligible for tuition remission benefits (with the exception of graduate assistants) or any other benefit plans such as health, vision, and dental insurance or other voluntary benefit plans. Temporary/seasonal staff, casual staff, graduate assistants, student workers, faculty members and athletic coaches do not accrue vacation time.

1.5-b. COBRA

The Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA):

Federal law requires that employers sponsoring group health plans offer qualified employees the opportunity for a temporary extension of health coverage (called "continuation coverage") at group rates in certain instances where coverage under the plan would otherwise end.

Employees of Walsh University covered by University-sponsored group health insurance have a right to choose this continuation coverage if they lose group health insurance because of a reduction in hours of employment or termination (for reasons other than gross misconduct). All pertinent information regarding coverage, cost and length of time for coverage will be sent to employees from a third-party administrator at the appropriate time.

1.5-c. Health, Dental, and Vision Insurance

Walsh University funds the major portion of the employee health and dental plans as well as offers vision insurance. Elected coverage is effective on the date of hire. New hire coverage elections or qualifying events may result in back deductions in situations where effective dates occur after payroll has already processed. New hires have 30-days from the date of hire to elect coverage through Walsh University's payroll system.

All participating employees are responsible for semi-monthly contributions towards elected benefit plans, which are deducted from employee paychecks. Periodically, the University will review its health coverage conditions for purposes of updating and changing benefits or conditions. Employees must have full time status to be eligible for medical, vision, and dental insurance. Coverage is available for the participant's eligible dependents. See section 1.5-c. (1) for spousal eligibility.

A schedule of benefits describing the current benefit plans available is issued to each eligible employee upon hire and during open enrollment periods. Benefit deductions will begin after confirmation of enrollment.

1.5-c. (1) Spousal Health Insurance Eligibility

Spouses of Walsh University employees are eligible for health care coverage under the Walsh University plan at the Employee + Spouse or Employee + Family rate, if one of the following applies:

- They are not employed
- They are not eligible for health care coverage from their employer per ACA guidelines
- They are retired or self-employed and do not have access to a group medical plan

Spouses of Walsh University employees must enroll in their own employer plan as their primary coverage if one of the following applies:

- they meet the eligibility requirement for health care coverage through their employer as established per ACA guidelines
- they are retired and are eligible for group health care coverage at their previous employer or through their retirement program

Only spouses of current Walsh University employees who meet the above qualifications may enroll under Walsh University's health care. It is the employee's responsibility to notify the Employer of any change in spousal coverage or any qualifying event in regard to coverage.

Walsh requires the employee to provide documentation to verify with the spouse's employer that coverage is not available or offered or provide a notarized letter attesting to an unemployed status.

Occasionally, a dependent eligibility audit will be conducted. This requires all employees to provide proof that any dependents for whom they wish to cover or currently have covered under the employer-provided group health plan are, in fact, eligible for that coverage.

1.5-d. Employee Assistance Program (EAP)

The employee assistance program (EAP) is a resource designed to provide highly confidential and experienced help for employees in dealing with issues that affect their lives and the quality of their job

performance. Walsh University wants employees to be able to maintain a healthy balance of work and family that allows them to enjoy life. The EAP is a confidential counseling and referral service that can help employees successfully deal with life's challenges.

This free, comprehensive counseling service offers employee counseling sessions and a 24-hour hotline answered by professional, degreed counselors.

The University encourages employees to use this valuable service as desired. Employees who choose to use these counseling services are assured the information disclosed in their sessions is confidential and not available to the University, and the University is not given any information on who chooses to use the services. For questions or additional information about this program, employees may contact the HR department.

1.5-e. Short Term Disability (STD)

Walsh University pays the entire cost of this benefit. This benefit can be used if you are on a continuous medical leave of absence (non-occupational accident or illness) for yourself that lasts no more than 90 days. The employee initiates the claim with the provider when the event occurs. Approval or denial of the claim will be communicated to Walsh HR and the employee.

For calendar days 1-7 of the leave, the employee must use 40 hours of time off, starting with any accrued sick time. If there isn't enough sick time to cover the elimination period, vacation time (if applicable) must be used. If neither bank can cover the elimination period, the employee must go negative in their respective bank (the employee cannot go negative more than what they will accrue in an academic/fiscal year which is typically 56 hours for sick time). If the employee doesn't have enough time to cover the elimination period with the balance in the vacation (if applicable) and/or sick bank, or negative time, then the leave time will be unpaid. Employees are not eligible for holiday pay or Cav Time Off while on Short Term Disability.

Staff Short Term Disability Benefits:

If the provider approves the claim for staff, the employee will receive 60% of their salary from days 8-90 calendar days through the provider, and 40% of their salary days 8-30 from the University. Payment begins after the provider approves the claim, and will be retroactive to day 8.

Faculty Short Term Disability Benefits:

If the provider approves the claim, faculty will receive:

- 0-4 years of service = 1 month of full pay, 2 months at 60% of gross monthly salary
- 5-9 years of service = 2 months of full pay, 1 month at 60% of gross monthly salary
- 10 or more years of service = 3 months

FMLA runs concurrently with any approval for STD, whether or not the employee follows through with FMLA application requirements.

Employees are responsible for their portion of benefit plan premiums, by payroll deduction or direct payment. Once the employee begins receiving payment from the STD provider and is no longer receiving pay from the University that covers the employee cost of elected benefit plans, the employee is responsible for submitting payment of their portion of health insurance premiums directly to the University.

1.5-f. Long Term Disability (LTD)

After 90 days of illness, the full-time Walsh University employee may be entitled to long-term disability insurance of 60% of their current compensation up to a maximum of \$10,000 per month until age 65.

If enrolled at the time of disability, a disabled employee may remain on the University's group health plan through COBRA, at their own expense. Employees are not eligible for holiday pay or Cav Time Off while on Long Term Disability.

1.5-g. Life Insurance

All full-time employees are provided with group term life insurance equal to one year's salary or a minimum set by the carrier. There is no cost to the employee for this insurance; however, coverage ceases at termination of employment. Employees may purchase supplemental insurance coverage at their cost directly from the insurance carrier.

1.5-h. Retirement Program (TIAA)

Walsh University sponsors a Retirement Program through Teachers Insurance and Annuity Associates (TIAA), which employees are eligible to participate in upon hire. The University's contribution will begin once the following criteria have been met:

- One year of service (1,000 hours), or previous employment with a minimum of one-year of service (1,000 hours) at a higher education institution. (Defined in plan documents – does not include service as an adjunct, graduate assistant or intern).
- Must be over 18.

Walsh University's TIAA Plan includes an auto-enrollment provision whereby all newly eligible employees are automatically enrolled in the Plan unless the affirmatively elect not to participate. Automatically enrolled participants have their deferral rate set at 3% of eligible compensation upon hire, with no annual increase applied, unless a different election is made.

The base plan has Walsh University contributing an amount equal to four (4%) percent of the employee's wages once they enroll in the plan. The employee is not required to make any contributions to participate in the base plan. In addition to the base plan of a 4% University contribution, the University will match any employee contribution up to an additional three (3%) percent. This means the following options are available:

<u>UNIVERSITY CONTRIBUTION</u>	<u>EMPLOYEE CONTRIBUTION</u> =	<u>TOTAL CONTRIBUTION</u>
7%	3% Optional	10%
6%	2% Optional	8%
5%	1% Optional	6%
4%	0%	4%

1.5-i. Workers' Compensation

Employees who sustain a work-related injury may be entitled to Workers' Compensation benefits as provided by Ohio law. If an employee sustains such a work-related injury, it must be reported immediately to the employee's direct supervisor. An Accident/Incident Report must be completed and

forwarded to Human Resources within two working days explaining the nature of the employee's injury. Accident/Incident Reports are available in the Human Resources and Maintenance offices. An employee is not eligible to receive compensation for both sick leave payments and Worker's Compensation benefits for the same loss of work time.

Workers' compensation benefits (paid or unpaid) will run concurrently with FMLA leave, if applicable, where permitted by state and federal law. In addition, employees will not be paid vacation or sick leave for approved absences covered by the University's workers' compensation program, except to supplement the workers' compensation benefits such as when the plan only covers a portion of the employees' salary as allowed by state law.

1.5-j. Tuition Exchange

Walsh University is a member of several exchange programs that offer exchange scholarships for employee dependents at participating colleges and universities. Contact the Human Resources Department for details.

Students receiving tuition exchange scholarships can potentially receive financial assistance from federal, state and other external sources. In some cases, this assistance will offset the tuition exchange award. Students will need to contact the financial aid department for the institution awarding tuition exchange to understand how this may impact their circumstance.

1.5-k. Tuition Remission

Tuition Remission for Full-Time Employees:

Full-time, benefit status employees are eligible for Tuition Remission at Walsh University under the following terms and conditions:

- Employees are normally considered eligible for Tuition Remission the following eight-week term after their hire date. For new employees hired while they and/or their eligible dependents are currently enrolled in classes, the tuition remission benefit will be available to them beginning their next eight-week session.
- Full tuition remission is calculated at a rate of 100% of current tuition charges for undergraduate tuition and graduate tuition, with the exception of the Doctorate of Physical Therapy and Master of Occupational Therapy which are calculated at 30% and the Doctor of Nursing Practice which is not covered.
- Tuition Remission benefit covers tuition charges only. Fees are not covered by this benefit and may include but are not limited to general fees, room and board, lab fees, technology fees, books and supplies, and graduation fees.
- Tuition Remission applies only to one class per 8-week term and is not to exceed 18 credit hours annually. An employee can take up to 6 credit hours per semester that counts towards tuition remission, and cannot go over one class per 8-week term. Employees should check with the Finance department or Human Resource Offices regarding the most current Internal Revenue Service regulations regarding the taxation of the tuition remission benefit as imputed income.

Tuition Remission for Dependents/Spouses of Full-Time Employees:

Eligible dependents for purposes of Tuition Remission are defined as:

- The employee's current spouse.

- The natural or adopted unmarried children/step-children of the employee or employee's spouse if claimed by the employee or the employee's spouse as a dependent on the most recently filed federal income tax return. If the dependent is 22 or older, a copy of the front page of the 1040, showing them as a dependent is required.
- For purposes of this section, a child whose parents are divorced, legally separated under a decree of divorce, or legally separated under a written separation agreement is treated as the dependent of the employee for tuition remission purposes.
- Eligibility does not extend to foreign exchange students, foster children, or married children of employees.
- Eligible dependents in high school must go through the Ohio College Credit Plus program first. If there is a remaining balance, the student will be allowed to use tuition remission. This counts towards the sixteen sessions of tuition remission.
- When both parents are employed by Walsh University, the dependent is not eligible for twice the amount of Tuition Remission.
- Undergraduate tuition remission for dependents is limited to 16 total sessions or 8 semesters and up to 18 credit hours per semester.
- Only spouses are eligible for graduate program tuition and only for programs that do not have an enrollment cap. See financial aid for more information.
- Spouses are eligible for a maximum of 16 total sessions undergraduate and/or graduate.
- Employees should check with the Finance department or Human Resource Offices regarding the most current Internal Revenue Service regulations regarding the taxation of the tuition remission benefit as imputed income.

Tuition Remission for Part-Time Employees and Their Dependents/Spouses:

- Part-time staff and their eligible dependents receive prorated tuition remission based on the scheduled hours of work of the respective part time employee. For example, if an employee is scheduled to work 20 hours per week the remission will be 50% of 100% or 50%.
- Dependents who are part-time students are limited to the number of credit hours required for an undergraduate degree taken over sixteen or more terms.

Further Eligibility Considerations and Exclusions for Tuition Remission:

- All employees and/or their eligible dependents who are seeking an undergraduate degree must first apply for all federal and/or state aid for which they may be eligible by completing the Free Application for Federal Student Aid (FAFSA). Students receiving tuition remission benefits can potentially receive financial assistance from federal, state and other external sources. In some cases, this assistance will offset the tuition remission benefit. Tuition remission will cover the balance of tuition charges.
- Graduate Assistants are eligible for tuition remission benefits based on the allotment of remission credits to the respective program and their individual Confirmation of Employment. Graduate Assistants in the Physical Therapy and Occupational Therapy Programs will receive tuition remission at the current rate for all other graduate programs.
- If an employee or eligible dependent is receiving Tuition Remission, a \$50 per semester administrative fee per student is deducted from the employee's paycheck during the second 8-week term of the semester. This fee is not added to the student account.

- Students receiving tuition remission benefits are usually not eligible for other Walsh University scholarships or grants. In any case, the total of any student's tuition remission benefits, outside scholarships and governmental grants may not exceed the student's direct cost (tuition, fees, room and board for resident students) of attending Walsh University.
- Self-help aid that is awarded to the student, such as loans and work-study, may be applied to any applicable fees and/or other educational related expenses and does not normally affect the amount of the tuition remission benefit.
- Tuition Remission does not apply to Communicate Institute Classes, testing out of classes through CLEP or Dantes examinations, portfolio assessments, independent study or course by arrangement. Tuition remission only applies to courses administered by Walsh University.
- Tuition remission can only be used for the cost of Walsh University classes, and cannot be used for transient coursework at another institution, including in any 3 + 2 programs offered. Tuition remission does not apply for payment or reimbursement for room and board charges or fees. Dependents who are full-time students (primarily children) are limited to sixteen 8-week terms (eight semesters) with a maximum of 18 credit hours per semester of tuition remission. Summer sessions count towards the sixteen terms of tuition remission.
- Doctoral programs do not qualify for tuition remission.

Tuition Remission After Retirement or Termination of Employment:

If an employee resigns, is terminated, retires, or passes away while the employee or the employee's dependents are enrolled in classes at Walsh, Tuition Remission will be affected as follows:

- If an eligible employee terminates employment with the University, the employee and/or their dependents who have begun the term receiving this benefit may continue through the session in which the employee left.
- Dependent children of retired employees maintain their eligibility for tuition remission if they qualify at the time of the employee's retirement and the employee's age and years of service at the date of retirement equaled 90 or greater.
- Dependents of deceased employees maintain their eligibility for Tuition Remission if they qualify at the time of the employee's death.

Tuition Remission Procedures:

- An employee or eligible dependent seeking a degree or pursuing classes as a non-degree seeking student should apply to the Office of Admission.
- An employee or eligible dependent interested in Tuition Remission must complete the corresponding Walsh Application for Financial Aid and Tuition Remission paperwork available from the Student Service Center. This is to be completed by the beginning of every financial aid year, which starts each summer.
 - For employees, these forms must be completed by the employee and signed off by the employee's supervising Vice President and then returned to the Student Service Center.
 - For eligible dependents, these forms must be completed by the student and signed off by the Manager of Payroll and Benefits before being returned to the Student Service Center.
- If the employee and/or their eligible dependent are not eligible for Tuition Remission, the Manager of Payroll and Benefits and/or Financial Aid Office will notify the employee.

- If an employee and/or their eligible dependent receiving Tuition Remission withdraws from a course with a refund, the Student Service Center must be alerted. Financial aid will be adjusted at this time. If an employee and/or their eligible dependent utilizing Tuition Remission withdraws from a course after the add/drop period, the Tuition Remission benefit will still count towards the maximum allowed during the term and towards the 16 session.
- Tuition remission cannot be refunded.

Revised, 12/11/2024 & 10/1/2025

1.6 Time Off

This section provides a general overview of employee time off. The University reserves the right to make changes in time off programs at any time. Most time off benefits are only applicable to full-time regular employees, as well as part-time regular employees on a prorated basis. Temporary/seasonal employees, casual employees, graduate assistants, and student workers are not eligible for holiday pay, vacation, or sick time and are not eligible for tuition remission benefits (with the exception of graduate assistants as stated above) or any other benefit plans such as health, vision, and dental insurance or other voluntary benefit plans. For time off specific questions, please reach out to Human Resources.

1.6-a. Holidays

Walsh University observes the following 13 paid holidays plus the Christmas Break:

- New Year's Day
- Martin Luther King Jr. Day
- March for Life (National)
- Easter Triduum (Thurs, Fri, and Mon off)
- Memorial Day
- Independence Day
- Labor Day
- Columbus Day
- Thanksgiving Break (Wed, Thurs, Fri off)
- Christmas Break (Under normal circumstances, the University will be closed for approximately seven business days for Christmas break. *Employees terminating employment during the Christmas Break or prior to January 31 shall have Christmas Break time charged against their accumulated vacation.*)

Holiday pay is based on the principle that employees should receive the same number of paid holiday hours, as the hours they normally work. Employees cannot receive more holiday pay hours than the number of hours normally worked for that day. For example, if an employee normally works six hours on a Monday, and a holiday falls on a Monday, the employee would receive six hours of holiday pay.

Part-time employees will receive holiday pay for any holiday which falls on their scheduled work days for their typical scheduled hours for that day.

Any non-exempt employee required to work on a holiday shall be compensated at time and a half for the holiday hours. Designated hourly positions are excluded from this provision.

Campus police officers have a unique paid holiday schedule. Campus police officers who work on the Campus police designated holidays will receive double time. Campus police designated holidays include: New Year's Eve and New Year's Day, Martin Luther King Jr. Day, Good Friday, Memorial Day, Independence Day, Labor Day, Thanksgiving (Thursday and Friday), Christmas Eve and Christmas Day.

Employees are not eligible for holiday pay or Cav Time Off while on FML, STD, and/or LTD.

1.6-b. Vacation Time

Rest and recreation are important for the health and wellbeing of employees. The University desires and expects employees to use their annual vacation allocation.

Exempt and Non-Exempt Staff Vacation Day Accrual Schedule

Completed Years of Service	0-4	5 or more
# of Vacation Days*	15 (.0577 per hour)	20 (.0770 per hour)

Temporary/seasonal staff, casual staff, graduate assistants, student workers, faculty members and athletic coaches do not accrue vacation time.

Vacation runs July 1 to June 30. There is no carryover or payment of unused vacation at the end of the fiscal year (June 30). *Vacation hours are awarded at the end of each pay period; total yearly vacation will not exceed the number of days listed. If an employee works less than 40 hours per week, the accruals will be prorated based on hours worked.

It is the responsibility of each department head to develop an annual tentative vacation schedule. The vacation schedule is to reflect proper staffing levels that assure the ability to provide the best possible service for constituents particularly at the beginning and the ending of the academic semester.

Employees must discuss vacation plans with their supervisor prior to finalizing vacation schedules. **Vacation requests must be made using PAYCOM.** All employees who receive vacation time, are required to enter vacation accurately and timely, within each pay period. Repeated violations may result in disciplinary action being taken and, for those eligible positions, forfeiture of any accrued and unused vacation at separation from the University.

All vacation requests are subject to managerial approval based on current staffing levels, operational requirements, and the needs of the University. While managers strive to honor approved time-off requests, circumstances may require a change in approval status if staffing levels or University needs change after initial approval. Management reserves the right to decline, modify, or rescind previously approved vacation requests to ensure adequate coverage and fulfill the University's operational requirements. In such cases, efforts will be made to provide as much advance notice as possible to affected employees.

Vacation time does not accrue when an employee is on medical leave and not being paid by the University. This occurs when an employee is on unpaid leave or short or long-term disability and is receiving payments from the University's disability insurance provider. Vacation time will be used for any absences related to medical leave not covered by sick time.

Employees may have a negative vacation balance but the negative balance may not exceed the total number of possible annual accrual hours for the fiscal year. Employees must be able to achieve a positive or zero vacation balance by June 30 of the current fiscal year when the balance is negative.

For positions that receive vacation time, accrued vacation balances, either positive or negative, will be used in calculating the employee's final check. Because unused vacation expires June 30 of each year, there will be no payments for accrued vacation amounts that would take you past June 30.

1.6-c. Sick Time

All employees* shall earn sick leave credits at a rate of 56 hours for 2080 regular hours worked in a fiscal year or paid by the University. Employees shall earn sick leave credits based on hours worked and time

will be prorated when applicable (.0269 per hour worked). Employees are limited to accruing and carrying forward no more than 112 hours. Employees who have accumulated the maximum sick time may keep their current number of hours until they reduce them through usage.

When sick time is used, it must be recorded in PAYCOM.

Sick leave credits do not accrue when an employee is on unpaid leave, FMLA and/or Short/Long Term Disability leave.

Sick time must be used first for all illness-related absences. Once sick time is exhausted, vacation time may be used. After both sick time and vacation time are exhausted, unpaid time will take effect. See 1.6-h for Leave of Absence information.

Accumulated sick time does not carry any monetary value at the termination of employment. At the time of termination any amount of sick time used that has not been accrued will be deducted from the final check or accrued vacation time that was not used. A record of employee sick days will be forwarded to the employee's immediate supervisor upon request. All employees are required to enter sick time and FMLA hours accurately and timely, within each pay period. Repeated violations may result in disciplinary action being taken.

* Temporary/seasonal staff, casual staff, graduate assistants, and student workers do not accrue sick time.

Reporting Sick Time:

An employee should inform their immediate supervisor promptly when absent due to illness, injury, or is otherwise physically unable to work. The Vice President for Human Resources may require employees to furnish a doctor's statement specifying the reason for the absence and their fitness to return to work. Sick time hours may also be used to care for a sick immediate family member.

Supervisors must notify Human Resources of any absence three or more consecutive work days. Employees who miss three (3) or more consecutive days or employees with consistent or frequent absences will be required to provide a doctor's medical statement certifying illness or injury to Human Resources. Walsh University reserves the right at any time to require that an employee submit a doctor's note to verify the absence was caused by a medical situation and/or to verify that employee is fit to return to duty, prior to returning to work. Extended absences may require periodic reports updating the employee's condition.

Medical and dental appointments are to be scheduled outside of normal working hours whenever reasonably possible.

The University may require an employee be examined and assessed by a doctor chosen and paid by Walsh University to evaluate the employee's medical condition and fitness to work.

For an extended absence, employees are expected to return to work upon receiving a written work release from a physician.

See the Attendance Section (1.4-a.) for more details.

1.6-c. (1) Donation of Sick Time

All Non-Exempt Staff, Exempt Staff and Faculty who have used all of his/her accrued annual sick leave may receive sick leave donations from other employees if they are going to be out for an extended absence (defined as more than 5 consecutive work days).

The donation of sick leave is strictly voluntary. Employees can donate any time during the fiscal year and all donated sick leave will go into a leave bank for use by eligible recipients. Recipient identity will not be disclosed to donating employees. The donation of sick leave is on an hourly basis, without regard to the dollar value of the donated or used leave.

The procedures for receiving or giving donations are:

- An employee must exhaust all sick and vacation time before they can ask for donated sick time.
- The employee in need of donated sick-leave should contact the Vice President for Human Resources, who will notify the campus community of the need and record the distribution of donated sick leave.
- Sick leave donors must have an accrued sick leave balance in excess of 40 hours. Only accrued sick leave hours in excess of 40 are eligible to be donated.
- An employee who wishes to donate is limited to 8 hours every 60 days.
- An employee who is receiving donated sick time is limited to 40 hours/5 days per fiscal year.
- Sick leave donation forms will be available from the Payroll and Benefits Office. Employees wishing to donate a portion of their accrued sick leave must return completed donation forms to the Payroll and Benefits Manager.
- Sick leave will be transferred from the donor to the recipient on an hour-for-hour basis.
- All time granted to the recipient employee is considered wages and is subject to Federal Insurance Contributions Act (FICA) withholding, Federal Unemployment Tax Act (FUTA) withholding and other required tax withholdings.
- Supervisors and direct reports cannot donate to each other. Recipient identity will not be disclosed to donating employees.
- Employees who miss three (3) or more consecutive days or employees with consistent or frequent absences will be required to provide a doctor's medical statement certifying illness or injury to Human Resources. Walsh University reserves the right at any time to require that an employee submit a doctor's note to verify the absence was caused by a medical situation and/or to verify that employee is fit to return to duty, prior to returning to work.

Nothing in this donation policy will be construed to limit or extend the maximum allowable absence under the FMLA.

1.6-d. Bereavement Leave

We recognize the emotional stress and additional responsibility that may result from a death in an employee's life, and therefore, we provide paid bereavement leave. In the event that you suffer the loss of a loved one, your specific bereavement plan will be approved by the VP of your group, in coordination with the head of HR to ensure you have the time needed to take care of yourself and your family.

As a general guide, we provide 5 paid days for the passing of an immediate family member, 3 days for any other family member, and 1 day for all other personal losses.

An immediate family member is defined as one's spouse, child, mother, father, grandparent, mother-in-law, father-in-law, or sibling. Child includes natural, step, foster, adopted daughter or son and any child under the employee's legal guardianship.

You may be requested by Human Resources to submit satisfactory evidence to support your request for this leave.

1.6-e. Jury Duty

Employees who perform jury duty shall receive paid time off at their normal rate of pay to perform jury duty, subject to presentation of acceptable documentation of such service. They are expected to report for work all or part of any day when not engaged in jury duty. Under appropriate special circumstances, the University may suggest or require the filing of a petition for an employee to be excused from service, due to hardship to the University or the employee. Documentation of jury service must be provided to the area Vice President and Payroll and Benefits Manager.

1.6-f. Maternity Leave

In an effort to support new mothers, the University provides 100% of pay for weeks two, three and four of the leave if and when the Short-Term Disability provider approves the STD claim. The following weeks of approved short-term disability leave are paid at a rate of 60% of the employee's normal rate of pay through the University's Short-Term Disability provider. The Short-Term Disability time period runs concurrently with FMLA. When an employee's leave continues past the Short-Term Disability (STD) coverage, employees must use accrued vacation time toward bonding leave or the time will be unpaid. Please see section 1.6-h Family and Medical Leave Act (FMLA) for more information.

For those adopting a child, we will cover the first 30 calendar days at 100%, and the following 2 weeks at 60% of the individual's normal rate of pay.

1.6-g. Paternity Leave

We offer 1 week (5 days/40 hours) of paid paternity leave associated with the birth or placement of a child through adoption. This benefit is available to be used at any time during the 12 weeks following the child's birth or completed adoption, and can be used intermittently.

1.6-h. Leaves without Pay

1.6-h. (1) Military Leave

Walsh University supports the military obligations of all employees and grants leaves for uniformed service in accordance with applicable federal and state laws. Any employee who needs time off for uniformed service should immediately notify the HR department and the employee's supervisor, who will provide details regarding the leave. If an employee is unable to provide notice before leaving for uniformed service, a family member should notify the supervisor as soon as possible.

Upon return from military leave, employees will retain certain rights with respect to reinstatement, seniority, layoffs, compensation, length of service promotions, and length of service pay increases, as required by applicable federal or state law. Failure to report for work within the prescribed time after completion of military service will be considered a voluntary termination.

All employees who enter military service may accumulate a total absence of five years and still retain employment rights.

An employee is allowed up to four weeks' leave of absence to participate in annual military training duty. The University will pay the difference between the employee's regular compensation and the military pay earned during such time of military duty, upon receipt of a statement from the employee's commanding officer or other appropriate official, showing the exact days of duty and compensation. Such pay calculations will be based upon the employee's regularly scheduled work hours per workweek.

1.6-h. (2) Family and Medical Leave Act (FMLA)

Walsh University complies with the federal FMLA, which requires employers to grant unpaid leaves of absence to qualified workers for certain medical and family-related reasons. The University also abides by any state and local leave laws. The more generous of the laws will apply to the employee if the employee is eligible under both federal and state laws.

If you need to be on a leave of absence for any illness, medical issue, or accident for three consecutive work days or more, please notify your manager and contact the Human Resource Department.

Employees should note there are many requirements, qualifications, and exceptions under these laws, and each employee's situation may vary. Employees should contact the HR department to discuss options for leave.

The FMLA requires private employers with 50 or more employees and all public agencies, including state, local, and federal employers, and local education agencies (schools) to provide eligible employees up to 12 weeks of unpaid, job-protected leave in any 12-month period for certain family and medical reasons. The 12-month period is a rolling period measured backward from the date an employee uses any FMLA leave, except for leaves to care for a covered servicemember with a serious illness or injury. For those leaves, the leave entitlement is 26 weeks in a single 12-month period measured forward from the date an employee first takes that type of leave.

Basic leave entitlement:

The FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to eligible employees for the following reasons: (1) for incapacity due to pregnancy, prenatal medical care, or childbirth; (2) to care for the employee's child after birth or placement for adoption or foster care; (3) to care for the employee's spouse, child, or parent who has a serious health condition; or (4) for a serious health condition that makes the employee unable to work.

Military family leave entitlements:

Eligible employees with a spouse, child, or parent on active duty or called to active-duty status in the National Guard or Reserves in support of a contingency operation may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include addressing issues that arise from:

- (1) short notice of deployment (limited to up to seven days of leave); (2) attending certain military events and related activity; (3) arranging child care and school activities; (4) addressing certain financial and legal arrangements; (5) attending certain counseling sessions; (6) spending time with covered military family members on short-term temporary rest and recuperation leave

(limited to up to five days of leave); (7) attending post-deployment reintegration briefings; (8) arranging care for or providing care to a parent who is incapable of self-care; and (9) any additional activities agreed upon by the employer and employee that arise out of the military member's active duty or call to active duty.

The FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered servicemember during a single 12-month period. A covered servicemember is a current member of the armed forces, including a member of the National Guard or reserves, who has a serious injury or illness incurred in the line of duty on active duty that may render the servicemember medically unfit to perform the duties of the servicemember's office, grade, rank, or rating and for which the servicemember is undergoing medical treatment, recuperation, or therapy; is in outpatient status; or is on the temporary disability retired list.

Benefits and protections during FMLA leave:

During FMLA leave, the University will maintain the employee's health coverage under any "group health plan" on the same terms as if the employee had continued to work. Upon return from FMLA leave, most employees will be restored to their original or equivalent positions with equivalent pay, benefits, and other employment terms. However, an employee on FMLA leave does not have any greater right to reinstatement or to other benefits and conditions of employment than if the employee had been continuously employed during the FMLA leave period.

When an enrolled employee has exhausted their FMLA entitlement and subsequently begins an approved, consecutive unpaid leave of absence, eligibility for employer-sponsored health coverage will end. The employee will be offered COBRA continuation coverage through the plan's third-party administrator, in accordance with applicable law. The employee is responsible for the entire COBRA premium cost of such coverage, plus any applicable administrative fees.

Certain highly compensated key employees also may be denied reinstatement when necessary to prevent "substantial and grievous economic injury" to the University's operations. A "key" employee is an eligible salaried employee who is among the highest-paid 10 percent of the University's employees within 75 miles of the worksite. Employees will be notified of their status as key employees, when applicable, after they request FMLA leave.

Use of FMLA leave cannot result in the loss of any employment benefit that accrued before the start of an employee's leave.

Employee eligibility:

The FMLA defines eligible employees as employees who (1) have worked for the University for at least 12 months; (2) have worked for the University for at least 1,250 hours in the previous 12 months; and (3) work at or report to a worksite that has 50 or more employees or is within 75 miles of University worksites that, taken together, have a total of 50 or more employees.

Definition of "serious health condition":

A serious health condition is an illness, an injury, an impairment, or a physical or mental condition that involves either an overnight stay in a medical care facility or continuing treatment by a healthcare provider for a condition that either prevents the employee from performing the functions of the employee's job or prevents the qualified family member from participating in school, work, or other daily activities.

Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than three consecutive calendar days combined with at least two visits to a healthcare provider or one visit and a regimen of continuing treatment, incapacity due to pregnancy, or incapacity due to a chronic condition. Other conditions may meet the definition of “continuing treatment.”

Use of leave:

An employee does not need to use this leave entitlement in one block. Leave can be taken intermittently or on a reduced work schedule when medically necessary. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the employer’s operations. Leave due to qualifying exigencies also may be taken on an intermittent or a reduced work schedule basis.

Substitution of paid leave for unpaid leave:

Employees may choose or employers may require the use of accrued paid leave while taking FMLA leave. Accordingly, the University requires employees to use any accrued paid vacation and sick days during an unpaid FMLA leave taken because of the employees’ own serious health condition or the serious health condition of a family member or to care for a seriously ill or injured family member in the military. In addition, employees must use any accrued paid vacation and/or sick days during FMLA leave taken to care for a newborn or newly placed child or for a qualifying exigency arising out of a family member’s active duty or call to active-duty status in support of a contingency operation. In order to use paid leave for FMLA leave, employees must comply with the University’s normal paid leave procedures found in its Vacation and Sick Leave policies.

Employee responsibilities:

Employees must provide 30 days’ advance notice of the need to take FMLA leave when the need is foreseeable. When 30 days’ notice is not possible, employees must provide notice as soon as practicable and generally must comply with the University’s normal call-in procedures. The University may delay leave to employees who do not provide proper advance notice of the foreseeable need for leave, absent unusual circumstances preventing the notice.

Employees must provide sufficient information for the University to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Sufficient information may include that the employee is unable to perform job functions, the family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a healthcare provider, or circumstances supporting the need for military family leave. Employees also must inform the University if the requested leave is for a reason for which FMLA leave was previously taken or certified. Employees also are required to provide a certification and periodic recertification supporting the need for leave. The University also may require a second and, if necessary, a third opinion (at the University’s expense) and, when the leave is a result of the employee’s own serious health condition, a fitness-for-duty report to return to work. The University also may delay or deny approval of leave for lack of proper medical certification.

University responsibilities:

The University will inform employees requesting leave whether they are eligible under the FMLA. If they are, the notice will specify any additional information required, as well as the employees’ rights and responsibilities. If employees are not eligible, the University will provide a reason for the ineligibility.

The University will inform employees if leave will be designated as FMLA-protected and the amount of leave counted against the employees' FMLA leave entitlement. If the University determines that the leave is not FMLA-protected, the University will notify the employees.

Other provisions:

Under an exception to the FLSA in the FMLA regulations, hourly amounts may be deducted for unpaid leave from the salary of executive, administrative, and professional employees; certain highly skilled computer professionals; and certain highly compensated employees who are exempt from the minimum wage and overtime requirements of the FLSA, without affecting the employees' exempt status. This special exception to the "salary basis" requirements for the FLSA's exemptions extends only to eligible employees' use of FMLA leave.

Employees may not perform work for self-employment or for any other employer during an approved leave of absence, except when the leave is for military or public service or when the University has approved the employment under its Other Employment policy and the employees' reason for FMLA leave does not preclude the other employment.

An employee's return to work date may not fall on a University holiday. If an employee's return to work date does fall on a University holiday, the employee will not be paid for this holiday.

While on an approved leave of absence, including but not limited to Family and Medical Leave (FMLA), employees are not permitted or expected to perform any work-related duties. This includes sending or responding to emails, phone calls, attending meetings, or engaging in any work activities, whether remote or on-site.

The University will temporarily suspend access to work email, computer systems, and other company resources for the duration of your leave. Access will be restored when you are formally cleared to return to work.

Employees who will be absent from work for an approved, extended, consecutive leave of absence, including, but not limited to, medical, FMLA, or other extended leaves, must coordinate with their supervisor and HR department to return or secure all university-issued property, equipment, and assets prior to the start of their leave, unless an alternative arrangement is approved. This process ensures operational continuity and the security of university assets; it does not affect the employee's eligibility for leave or job reinstatement rights upon return.

If you need to communicate regarding your leave status or anticipated return date, please contact Human Resources directly.

Unlawful acts by employers:

The FMLA makes it unlawful for any employer (1) to interfere with, restrain, or deny the exercise of any right provided under the FMLA or (2) to discharge or discriminate against any person for opposing any practice made unlawful by the FMLA or for involvement in any proceeding under or relating to the FMLA.

Enforcement:

An employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit against an employer.

The FMLA does not affect any federal or state law prohibiting discrimination or supersede any state or local law or collective bargaining agreement that provides greater family or medical leave rights.

1.6-h. (3) Personal/Unpaid Leave of Absence (LOA)

An employee may request a Leave of Absence for many reasons, including but not limited to the below.

Personal LOA:

An unpaid personal leave of absence may be granted upon request to regular full- and part-time employees for important pressing **personal needs**, at the discretion of your department manager. Accepting employment elsewhere is not unpaid leave and constitutes a termination of employment at Walsh University. Personal leave is an unpaid leave of absence not covered under the Family and Medical Leave policy. Personal leave will not be considered until the individual requesting the leave has been employed for one year.

Requests for unpaid personal leave must be made in writing to the employee's department manager with a copy to the Vice President for Human Resources, and should indicate the reason and the length of leave requested. All unpaid personal leaves must be approved by the department manager and the Vice President for Human Resources. The department manager shall review and act upon a request for unpaid personal leave in consideration of the following factors:

- The purpose for which the leave is requested.
- The length of time the employee will be away.
- The effect the leave will have on the ability of the department to carry out its responsibilities.
- The quality of the employee's performance prior to the submission of the request.

Unpaid personal leave may only be requested once all other appropriate leave balances have been exhausted. Walsh University will attempt to hold an employee's position open for the period of unpaid personal leave, if such leave is two weeks or less. If leave is greater than two weeks the employee may be terminated or asked to resign.

Employee health benefits will be continued in the same manner as received prior to the unpaid personal leave, if the leave is for two weeks or less, the employee will be expected to remit payment for the employee's portion of the health insurance premium prior to departing for unpaid personal leave, and in an amount equivalent to the expected period of absence.

Unpaid Leave of Absence (LOA)*

*This policy includes those who have exhausted Family and Medical Leave (FML) Leave, or those who don't qualify for FML, see the Family and Medical Leave policy for more details.

Employees may request an unpaid leave of absence if they are not able to return to work for medical reasons (with medical certification). This is an unpaid leave, but may be used in conjunction with approved Short-Term Disability/Long-Term Disability, and/or paid time off if available and approved, and/or as an extension of Family Medical Leave (FML). Each leave is considered on a case-by-case basis.

Short-Term Disability (STD) is a continuous medical leave for up to 90-days as certified by a medical provider/physician. After 90-days of leave, the employee may be eligible for Long-Term Disability (LTD).

While on LTD, if enrolled at the time of disability, a disabled employee may remain on the University's group health plan (through COBRA), at their own expense for the entire cost of the plan (employee and employer paid portions).

As in the circumstance above, a LOA Request Form should be completed, with medical certification 30-days in advance if possible. Requests are to be submitted to Human Resources. Requests for a leave of absence or an extension of leave of absence do not guarantee approval of the leave or extension.

Granting of an unpaid leave of absence or extension is at the discretion of Human Resources in conjunction with the applicable Vice-President based on the organization needs of Walsh University and consistent with Walsh University's policies and other laws and regulations, but in no case will such extended unpaid leave exceed one-year after the first date of leave. If granted, and the employee has paid leave available, the employee will be required to use accrued paid leave first in accordance with STD and LTD. Accrued sick time should be used first, then accrued vacation time and then unpaid time.

When an enrolled employee has exhausted their FMLA entitlement (i.e. is not eligible/no longer eligible) and subsequently begins an approved, consecutive unpaid leave of absence, eligibility for employer-sponsored health coverage will end after 12-consecutive weeks/90-days of leave where the employee is not working. The employee will be offered COBRA continuation coverage through the plan's third-party administrator, in accordance with applicable law. The employee is responsible for the entire COBRA premium cost of such coverage, plus any applicable administrative fees.

While on an approved leave of absence, including but not limited to Family and Medical Leave (FMLA), employees are not permitted or expected to perform any work-related duties. This includes sending or responding to emails, phone calls, attending meetings, or engaging in any work activities, whether remote or on-site.

The University will temporarily suspend access to work email, computer systems, and other company resources for the duration of your leave. Access will be restored when you are formally cleared to return to work.

Employees who will be absent from work for an approved, extended, consecutive leave of absence, including, but not limited to, medical, FMLA, or other extended leaves, must coordinate with their supervisor and HR department to return or secure all university-issued property, equipment, and assets prior to the start of their leave, unless an alternative arrangement is approved. This process ensures operational continuity and the security of university assets; it does not affect the employee's eligibility for leave or job reinstatement rights upon return.

Please contact Human Resources with questions or to receive the LOA request form.

1.6-i. Voting Policy

Walsh University encourages all employees to exercise their constitutional right to vote in local, state, and national elections. In accordance with Ohio law (R.C. 3599.06), employees are entitled to take reasonable time off from work on Election Day to vote.

Employees should notify their supervisor in advance if they need time off during work hours to vote. Employees should plan their voting around their work schedules when possible, but the University respects that voting is a priority civic duty.

Walsh University will grant reasonable unpaid time off to vote. Exempt/Salaried employees will not have their pay reduced for voting time.

1.7 General Policies and Information

The policies that follow were developed to promote a quality work environment for each Walsh University employee.

1.7-a. Bookstore

Employees receive a ten percent (10%) discount on most items purchased at the bookstore. The discount does not apply to textbooks and may not apply to sale or discontinued items.

1.7-b. Campus Events

Employees are admitted to all regular season athletic events by showing their valid Walsh University ID at the box office (Football, Volleyball and Basketball), which is good for two tickets per event. Invitations are also sent throughout the year to other University events such as concerts, plays, dinners, etc. Employee participation is encouraged at University functions and events.

1.7-c. Campus Police and Safety

Employee and student safety are of paramount importance to the University. By observing the following guidelines, employees will be doing their part to maintain a safe, secure environment.

- Keep personal belonging in a safe place.
- Any crimes or suspicious acts should be reported immediately to the campus police at ext. 7474 or by calling (330) 316-1088.
- When leaving the building or office, employees are asked to close windows, turn off lights, and close the door.
- Pursuant to University policy, no doors should be “propped” open. If a door needs to remain open temporarily, an authorized official is required to monitor the door at all times.
- Employees are required to wear their identification badges while working and swipe into all campus buildings as required.

1.7-d. Computer and Telephone Usage

Employees must use the University’s computer resources in an ethical manner with attention to:

- legal use of licensed software
- protection of confidential information
- legitimate use of hardware/software/periphery devices
- legitimate access to and use of valid data
- respect for and safeguarding of security passwords, user identity and system access
- legitimate use of Internet and telecommunication services

For further information regarding computer and telecommunication usage, please refer to section 1.8-t. University telephones are for use in performing your work duties. They should not be used for unnecessary personal phone calls.

Personal cell phone use while on the job should be limited. Abuse of personal cell phone use will be addressed through the disciplinary action procedure.

1.7-e. Emergency Alert System - WUAlert

The Walsh Emergency Alert communication system allows Walsh to send time-sensitive notifications via the Walsh University Emergency Alert System (voice messages, emails, and text messages). This system will be used only in the case of an emergency such as school closures, natural disasters or imminent threats. Staff members now have access to update up to four phone numbers on the Cavalier Center. Here is a link to the directions and important call delivery notes: <https://www.walsh.edu/emergency-response-preparedness.html>

1.7-f. Emergency Calls - 911

(For North Canton Fire and Ambulance)

If a Fire or Medical emergency arises, dial 911. 911 calls do not provide the location of the phone you are using, just the University address. The operator will ask if you need fire or ambulance. Stay on the line and give the operator the following information:

- The gate the emergency vehicle should enter: Westgate, Centergate or Eastgate
- Name of building or residence hall and room number

If you need the Police, dial 7474 on any Campus Phone, the Campus Police will respond.

1.7-g. Emergency Closing Policy

To provide continuity of services to students and the public, it is the policy of the university to remain open. However, during extreme conditions due to severe weather, major utility failure or other reasons, the university may move to remote operations, or close all or parts of the campus. A weather or other short-term closing has neither the catastrophic effect nor the duration of impact on the university community as a disaster event. Remote operations or short-term closings are declared by university leadership. A short-term closing generally does not last more than five days. The policy provides guidance on and promotes consistent application of procedures during remote operations or short-term closings. Please see Human Resources to request the full policy language.

It is important to remember that the University only closes for extreme conditions and circumstances. Walsh University usually remains open when area high schools and elementary schools close, as our population is comprised of adults, with a substantial portion residing on campus, and we have the capacity to continue classes and operations using remote capabilities.

When, on the rare occasion, the university is forced to cancel all classes or close, every attempt is made to announce the decision by 5:00 a.m. for day classes and events and 3:00 p.m. for evening classes and events.

The following media outlets have historically announced Walsh University emergency closing information (This list is subject to change as necessitated by the media outlets' rules and regulations):

TELEVISION STATIONS		
WKYC-TV, Channel 3		
WVPX-TV, Channel 2		
WOIO-TV, Channel 19		
WUAB-TV, Channel 43		
WVIZ-TV, Channel 25		
RADIO STATIONS		
WAKR, 1590 AM	WGAR-FM, Country 99.5 FM	WMVX-FM, Mix 106.5 FM
WAKS, KISS 96.5 FM	WHBC, 1480 AM and 94.1 FM	WNIR, 100.1 FM
WCLV, 104.9 FM	WHLO, 640AM	WONE, 97.5 FM
WCPN, 90.3 FM	WJER, 1310 AM and 92.5 FM	WQMX, 94.9 FM
WCRF, 103.3 FM	WKDD, 98.1 FM	WRQK, 107 FM
WDPN, 1310 AM	WMJI-FM, Magic 105.7 FM	WTAM, 1100 AM
WGAR, 99.5 FM	WMMS, The Buzzard 100.7 FM	WTAM-AM, News Radio 1100 AM
		WZKL, 92.5 FM

Tornado:

- Tornado Watch: The National Weather Service issues a tornado watch when tornadoes are possible in your area. Remain alert for approaching storms.
- Tornado Warning: A tornado warning is issued when a tornado has been sighted or indicated by weather radar. Seek shelter immediately!
- Never Sound the fire alarm to warn people of a tornado. People responding to the alarm would exit the building and be exposed outdoors, potentially worsening the situation.
- Designated Tornado Shelters:
 1. Aultman and Betzler Science Centers and Counseling Center: east basement rooms 019, 020, and west basement.
 2. Barrette Center: basement, which can be reached by going through the old dining hall
 3. Farrell Hall: basement, this can be reached by the north end staircase (print room)

More information can be found at <https://www.walsh.edu/emergency.html>

1.7-h. Critical Event Leave

The critical event leave policy is intended to provide guidance on University operations during a critical event.

Critical event leave can only be granted when a University critical event has been declared or the health and safety of the campus community in whole or in part are at stake. Critical event leave may only be provided to eligible employees and graduate assistants who are unable to work because of the critical event and the university's inability to provide work. Critical event leave is granted at the discretion of university leadership and depends on the nature and duration of the critical event.

The University's primary goal is to continue teaching classes and provide student services, if feasible, given safety and security issues. If the regular worksite is unavailable, the University may identify other means to work such as telecommuting, alternate work location, alternative schedules, etc. If employees or graduate assistants cannot perform regular duties, the University may assign other duties as needed. Assignments may involve work from another department. If employees or graduate assistants cannot perform work and alternative arrangements are unavailable, critical event leave may be provided at the discretion of the President and the President's Cabinet.

Critical event leave is not an entitlement. The University retains flexibility to implement critical event leave based upon the situation. Critical event leave must be fiscally responsible, balancing the needs of the University and its desire to maintain operations for the student population. Employees and graduate assistants who cannot perform their work during a critical event will be paid at normal rate of pay, for as long as the University determines their employment can be sustained. Critical event leave is typically for events lasting no more than five days.

All other University policies may be superseded or suspended or changed when this policy is in effect, given the specific circumstances of the critical event. The President and the President's Cabinet are responsible for determining if and when other University policies are superseded.

Critical event leave applies only to those employees or graduate assistants who cannot perform work due to the critical event and who are otherwise deemed eligible at the time of or after the event. Eligibility is determined by President and President's Cabinet and based upon conditions created by the nature and duration of the event and is at their discretion. Employees and graduate assistants funded by grants and/or special contracts may not be eligible for critical event leave depending on the requirements of the grant or contract. Employees and graduate assistants who refuse a work assignment are not eligible for critical leave unless a bona fide reason for the refusal exists.

Employees and graduate assistants who are unable to work due to their own personal reasons (related or unrelated to the disaster) rather than the University's inability to provide work are not eligible for critical event leave and may be required to charge their time to the appropriate accrued time off balance (vacation, sick) if relevant and approved. If accrued time off has been exhausted, the time off will be unpaid. Documentation may be required.

University leadership has the responsibility to:

- Communicate any use of critical event leave and other relevant policies to affected employees or graduate assistants.
- Determine employment status of employees and graduate assistants as the event progresses.
- Verify eligibility for critical event leave.
- Collaborate with the Manager of Payroll and Benefits to ensure employees and graduate assistants are paid appropriately.

During a critical event or short-term closing, each employee and graduate assistant must communicate their status and ability to work to their supervisor.

1.7-i. Food Service

Employees have the option of purchasing a meal plan that offers blocks of meals in the Schervish Dining Center located in the David Campus Center. The meal plan can be purchased in the Student Service Center located in Farrell Hall.

1.7-j. Library

The library is available to all Walsh employees. The library hours are posted at the beginning of each academic year, and are subject to change. Special schedules are posted before final examinations, holidays, and vacation periods. An abbreviated schedule is posted for summer school. A Walsh identification card is required when checking out library materials. Information about services and resources provided to staff and faculty by the library can be found through the following link: <https://libguides.walsh.edu/home>.

1.7-k. Mail

Mail slots for employees and departments are located in the David Campus Center. All outgoing mail is metered and interoffice mail is distributed into the mail slots by mail room staff. Outgoing mail is picked up daily at 2:30 p.m. at the Information Desk located in the David Campus Center.

1.7-l. Mileage Allowance and Travel Reimbursement

Employees who use their personal vehicle for approved work-related driving can be reimbursed with supervisor pre-approval at the rate per mile as determined by the Internal Revenue Service for miles driven in excess of the employee's daily commuting miles. All employees authorized to use their personal vehicle for work-related travel must maintain a valid driver's license as well as adequate insurance coverage on their vehicle and drive responsibly.

Employees must keep adequate records documenting the accurate mileage and expenses. Reimbursement will be issued on proper submission of the approved form. Reimbursement for expenses incurred while attending professional development workshops/meetings are made through the Business Office. Such expenses may include registration, mileage, parking, meals and lodging. An estimate must be submitted to the employee's immediate supervisor and approved prior to the scheduled workshop/meeting. Reimbursement for personal items and alcohol are not normally permitted.

1.7-m. Our Lady of Perpetual Help Chapel

Our Lady of Perpetual Help Chapel may be used (if open) for private prayer and meditation at any time it is not being used for services, provided proper decorum is observed. Daily Holy Mass is scheduled as posted.

1.7-n. Parking

There are several parking lots with reserved spaces marked "Faculty/Staff." Parking is permitted in any of these reserved spaces or any of the unmarked student parking areas.

Each employee's vehicle must be registered through the Student Affairs Office/Campus Police. All registered vehicles must display parking permits when parked on campus.

Parking in disabled, grass, fire lane, visitor or other restricted areas is a parking violation and will result in a written parking ticket.

1.7-o. Print Room

The Print Room is located in the basement of Farrell Hall where departmental copying and printing is done. A supply of stationery, paper, and envelopes is also available.

1.7-p. Purchasing

Employees should contact their immediate supervisor to determine that department's purchasing procedures. As a private, nonprofit educational institution, Walsh University is exempt from paying most federal excise and state sales and use taxes. Purchasing merchandise or services through the University's exempt status for personal use is prohibited.

1.7-q. Solicitation and Distribution

In no event shall non-employees, other than students be permitted to solicit, post or distribute any materials on the premises of Walsh University, except for charitable organizations approved by the Human Resources Department.

Unless approved in writing in advance by the Human Resources Department, employees shall not post or distribute handbills or other printed matter, or sell any article, or directly or indirectly solicit, collect or accept money for pledges, memberships, subscriptions or admissions for any public or private organization or enterprise, or for any loans, gifts or purchases of any nature, during the working time of any involved employees.

Distribution of literature or materials in work areas or on bulletin boards is prohibited at any time, without the prior written approval of the Human Resources Department, Student Affairs and Development as appropriate.

1.7-r. Special Events Rental

On a space available basis, employees may rent certain University facilities. Groups and organizations are able to rent campus facilities, which include catering services, and classrooms for weddings, receptions, birthdays, reunions, etc. Contact the Community Events Office for details.

1.7-s. Tobacco Free Campus

Smoking is a leading cause of preventable death in the United States. Smoking and secondhand smoke are known causes of lung disease, heart disease, and cancer. Walsh University recognizes the hazards caused by tobacco use and exposure to secondhand tobacco smoke.

To protect and enhance our indoor/outdoor air quality and to contribute to the health and well-being of our entire campus community, Walsh University campus is entirely drug-free and tobacco-free. Additionally, the use of all tobacco and smoking products, including chewing tobacco, vaping of any kind, and electronic cigarettes (E- cigarettes), is strictly prohibited within the facilities or on the property of

Walsh University at any time. See section 1.8-a. Drug-Free Schools & Communities Act & Drug-Free Workplace Act Notification for more information.

“Property” means the University’s facilities “curb to curb,” including offices, grounds, adjacent sidewalks, parking lots/ramps, University owned vehicles, and employee vehicles parked on owned and leased property.

This policy is in effect at all times on campus and will apply to:

- All Walsh University employees, volunteers, and students at all times
- Customers, vendors, clients, consultants, contractors, and all other visitors
- Public visitors who have reserved our banquet facilities affiliated with a signed Walsh University Special Event Rental Agreement through the office of Campus & Community Programs

Cav Nation is informed of Walsh University’s drug-free and tobacco-free policy through signs posted throughout properties owned and operated by Walsh.

Walsh University will assist employees who want to quit smoking by helping them access smoking cessation programs and materials. We reserve the right to institute a tobacco surcharge in the amount of up to 50% of premiums to health insurance cost to the employee who uses tobacco products. If a certificate is shown that the employee has completed the cessation program, the surcharge will be refunded. In return there will be an affidavit that the employee will sign agreeing to the fact they are tobacco free and that they will submit to testing if needed.

Any member of Cav Nation observed using tobacco or electronic cigarettes on owned or leased premises will be asked to discontinue in an appropriate, compliant manner.

Compliance with this policy is mandatory, and policy violations by employees and students will be subject to the standard disciplinary actions of the University.

1.7-t. Workplace Wellness

Walsh University is dedicated to promoting a holistic and value-based approach to a healthy lifestyle at the workplace. Opportunities to enhance the mind, body, and spirit are available on campus. Employees are encouraged to take advantage of the wellness opportunities on campus to model healthy behaviors.

As such, a single complimentary fitness center membership is offered to the David and Cavalier Fitness Centers. Employees are required to complete a Wellness Waiver of Liability form, this form is completed and submitted to Human Resources during the new employee hiring process.

It is the employees’ responsibility to comply with fitness center policies and to use the fitness equipment properly. Fitness center policies and expectations are available for review on the MyWalsh website under Wellness. Employees interested in participating in learning more can contact the Strength and Conditioning coaches in Athletics.

1.7-u. YMCA Membership Discount

The University has partnered with the YMCA of Stark County to offer a 15% payroll deducted discount on monthly membership fees. The membership also offers discounts to kid's programs, reduced membership and exclusive holiday access to Dogwood Pool, Friday night daycare opportunities, and access to various club organizations hosted at the YMCA. Enrollment forms can be found in the Finance office, and online under Benefits Bookshelf in the Human Resources section on the website. Forms must be returned to the Payroll and Benefits Manager.

1.7-v. Cellphone Safety and Driving

Safe driving is the first priority when operating a vehicle while driving on Walsh University business. Employees' first responsibility is to pay attention to your driving. They should never allow a cell phone or other mobile device to distract them from concentrating on driving.

Under no circumstances should employees feel that they need to place themselves or others at risk while driving to fulfill business needs. Employees should follow these procedures to avoid distracted driving:

- Follow all applicable state and local laws that address the use of cell phones and other mobile devices while driving.
- Avoid using cell phones while driving and avoid it as a hand-held device. Find a safe place to pull over to make or receive phone calls, send or receive text messages, or manipulate navigation apps.
- Program their destination into navigation apps or GPS devices before they start driving.
- Do not read or respond to text messages or e-mail or browse social media or the Internet while driving.
- Be aware of distractions from in-car "infotainment" systems. Just because they are built into the vehicle does not mean they do not create a hazardous distraction.

Employees who fail to follow safety guidelines are subject to discipline.

1.7-w. University Driver

The Finance Office should be contacted by any employee who will drive a University vehicle or their personal vehicle for University business. The Finance Office must verify and approve the auto insurance prior to an employee driving on University business.

1.8 Workplace Standards and Compliance

1.8-a. Drug-Free Schools & Communities Act & Drug-Free Workplace Act Notification

Consistent with its mission and tradition, Walsh University is committed to implementing a drug- and alcohol-free program that strives to maintain a lawful working and learning environment and to promote the health and safety of all its students, staff, and faculty. This program is designed to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees on its premises or as any part of a University-sponsored activity.

In compliance with the Drug-Free Schools and Communities Act of 1989 and the Drug-Free Workplace Act of 1988, Walsh is required to provide a notification designed to ensure that all members of the Walsh University community are aware of the following: The University's alcohol and drug policies; health risks associated with drug and alcohol use and abuse; available resources to all students, staff, and faculty; and applicable federal, state, and local laws.

The University prohibits the use of prescribed or illegal drugs, the use of medical or recreational marijuana, and/or the consumption of alcohol by any employee, contractor or volunteer when consumption impacts the individual's University-related job duties, affects job performance, and/or endangers the physical well-being of any other person. This includes the operation of vehicles, machinery, and equipment. No employee, contractor, or volunteer of the University may report to or engage in University-related work while impaired by drugs or alcohol.

Further, the unauthorized possession, use, manufacture, distribution, dispensing, purchase or sale (or solicitation of purchase or sale) of alcohol, or of any intoxicant, hallucinogen, narcotic, or other controlled drug or substance, or being under the influence of any such alcohol, drug, or substance on Walsh University premises, or while conducting University business, is strictly prohibited. A violation of this policy will result in appropriate disciplinary action, which could include immediate discharge or dismissal from the university.

The preceding paragraph does not apply to medication lawfully and properly prescribed by a licensed medical practitioner, and possessed or taken only by the person for whom the medication is prescribed in the authorized dosages, provided, the use of such medication does not impair academic or work performance or threaten the health or safety of the student or employee taking the medication, or of other students, employees, contractors, customers, or visitors of the University. Any student or employee taking such medication should bring the matter immediately to the attention of the University through the office of Student Affairs (students) or their supervisor (employees). A positive test for marijuana, medical or otherwise, is a positive test under this policy and will be subject to discipline up to and including termination. The University recognizes alcohol and drug abuse and dependence as a major health problem and a potentially serious safety and security concern. Individuals needing help in dealing with such problems are encouraged to contact Counseling Services (students) or medical care provider (employees) for assistance.

Walsh University is a drug-free and tobacco-free campus. Walsh University is also an alcohol-free campus with exceptions via Vice-President(s) or President approval only.

Education:

Walsh University commits to educating students, faculty, and staff through use of university programming concerning the dangers of drug and alcohol use.

Health Risks:

The scope and impact of health risks from alcohol and drug abuse are both alarming and well documented, ranging from mood-altering to life-threatening, with consequences that extend beyond the individual to family, organizations, and society at large. Walsh University will attempt to educate its students, faculty, and staff that the consumption of alcohol and the use of drugs may alter behavior, distort perception, impair thinking, impede judgment, and lead to physical and/or psychological dependence.

Alcohol and/or drug abuse may lead to the deterioration of physical health by causing or contributing to various health conditions including but not limited to fatigue, nausea, personal injury, insomnia, pathological organ damage, certain forms of cancer, heart disease, liver disease, respiratory depression, birth defects, convulsions, coma, and even death.

Alcohol and drug abuse may also result in deterioration of mental health by causing or contributing to various conditions such as increased aggression, hallucinations, depression, disorientation, and psychosis. Alcohol consumption causes a number of marked changes in behavior. Even low doses significantly impair the judgment and coordination required to drive a car safely, increasing the likelihood that the driver will be involved in an accident. Low to moderate doses of alcohol also increase the incidence of a variety of aggressive acts, including spouse and child abuse. Moderate to high doses of alcohol cause marked impairments in higher mental functions, severely altering a person's ability to learn and remember information. Very high doses may cause respiratory depression and death. If combined with other depressants of the central nervous system, much lower doses of alcohol will produce the effects just described.

Repeated use of alcohol can lead to dependence. Sudden cessation of alcohol intake is likely to produce withdrawal symptoms, including severe anxiety, tremors, hallucinations, convulsions, and can be life-threatening. Long-term consumption of large quantities of alcohol, particularly when combined with poor nutrition, can also lead to permanent damage to vital organs such as the brain and the liver. Mothers who drink alcohol during pregnancy may give birth to infants with fetal alcohol syndrome. These infants have irreversible physical abnormalities and mental retardation. In addition, research indicates that children of alcoholic parents are at greater risk than other youngsters of becoming alcoholics.

Random Testing:

The University may require a drug or alcohol test on a random basis at any time.

For-Cause Testing:

By its very nature, for-cause testing is based upon indicators of drug or alcohol usage. Circumstances that may lead to for-cause testing include, but are not limited to:

- The employee exhibits physical signs of alcohol and/or illegal drug use;
- The employee is in an unfit condition to work (see definition below);
- The supervisor or other University representative believes that an employee's unsatisfactory job performance, misconduct, or poor attendance may be related to drug or alcohol use;

- The employee has a work-related accident that (i) results in damage to University property or physical injury to another person, (ii) is the second or more work-related accident the employee has had within any rolling 12-month period, or (iii) after which the employee seeks medical treatment and the examining physician believes the accident was related to drug or alcohol use; and
- The University obtains information that the employee has or may have violated the University's Drug and Alcohol policy, or that Drug and Alcohol policy violations have or may have occurred in a department or unit at the University in which the employee works.

Definitions:

Safety Sensitive Positions: Those positions involving hazardous tasks that, if performed improperly, could result in harm to others. Safety Sensitive Positions include, but are not limited to, positions in the following departments:

- Campus Police Department;
- Facilities and Grounds (all employees up through Director of Facilities, except office/clerical); and
- Athletic Department trainers

Unfit Condition: Behavior at work, including, but not limited to: (a) drowsiness; (b) sleepiness or sleeping; (c) slurred and/or incoherent speech; (d) unusually aggressive behavior; (e) unusually depressive behavior; (f) unusual and/or rapid changes in mood; (g) disorientation or inability to concentrate; and (h) lack of coordination in walking or performing other tasks.

Drug and/or Alcohol Test: Any evaluation used to detect the presence of illegal drugs and/or alcohol in an individual's system. The Chief of Campus Police will administer alcohol testing, although the University reserves the right to have drug and/or alcohol testing performed by any competent authority.

Discipline:

An employee who:

- refuses to submit to a drug and/or alcohol test in accordance with the provisions of this policy, or
- refuses to fill out and sign the written consent form agreeing to submit to the testing and permitting Walsh University to be apprised of the testing results (Consent Form), will be immediately terminated.

An employee who switches or alters any sample submitted for testing will be immediately terminated.

An employee who is determined, as a result of a drug and/or alcohol test, to have violated the University's Drug and Alcohol Policy will be subject to disciplinary action, including but not limited to immediate termination.

Employees who test positive at any time shall be considered medically unqualified to perform any of their job duties and will be subject to disciplinary action up to and including termination.

If allowed to return to work, they shall not be permitted to resume any work until they, at a minimum:

- No longer improperly use alcohol and/or drugs;
- Test negative for the improper use of alcohol and/or drugs; and
- Participate in and comply with a recommended treatment program and after-care program offered by an outside provider.

1.8-b. Anti-Violence

Walsh University maintains a strict policy prohibiting any violent conduct, or threats of violence by University employees, students or visitors on University property or in connection with any University business or activity. This anti-violence policy is vigorously enforced, in conjunction with University policies concerning such related matters as drug and alcohol use, sexual harassment, crime, campus police, safety, health, student admissions, hiring, progressive discipline, expulsion, and termination.

Employees and students are strongly encouraged to report any violent act or threats (including concerns about the violent tendencies of any University-related individual) to the campus police at ext. 7474. Any such report will be investigated and will be handled with appropriate confidentiality.

The University reserves the right to take appropriate disciplinary action, up to criminal prosecution, employment termination and student expulsion, with respect to violations of this anti-violence policy.

In its application and enforcement of this policy, the University will work closely with campus police and with community law enforcement authorities, as needed. Furthermore, the University will provide reasonable assistance concerning such matters as employee and supervisory training in recognizing and dealing with violence issues, stress management, conflict resolution, and basic skills of assertiveness and self-protection.

1.8-c. Bloodborne Pathogens Exposure Control Plan

In compliance with the requirements of the Occupational Safety and Health Administration, the University provides a Blood borne Pathogens Exposure Control Plan. Employees with known risks are educated regarding exposure control methods and policies. They are also given the option to receive Hepatitis B vaccinations. Details of the Walsh University Blood borne Pathogens Exposure Control Plan are available from the Facilities Department.

1.8-d. Bullying

We will not tolerate bullying behavior. Any employee found in violation of this policy will be disciplined, up to and including termination.

We define bullying as malicious, unwelcome, severe and pervasive mistreatment that harms, intimidates, offends, degrades or humiliates an employee, whether verbal, physical or otherwise, and whether direct or indirect, at the place of work and/or in the course of employment. Such behavior violates the University Code of Ethics, which clearly states that all employees will be treated with dignity and respect. We encourage all employees to report any instance of bullying behavior. Any reports of this type will be treated seriously, investigated promptly and impartially. We also require that any manager

who witnesses any bullying behavior, irrespective of reporting relationship, to immediately report this conduct to your immediate supervisor and/or human resources.

We consider the following types of behavior examples of workplace bullying. This list is not meant to be exhaustive and is only offered by way of example:

- **Verbal bullying:** Slandering, ridiculing or maligning a person or his/her family; persistent name calling that is hurtful, insulting or humiliating; using a person as the butt of jokes; abusive and offensive remarks; personal attacks.
- **Physical bullying:** Pushing, shoving, kicking, poking, tripping, assault or threat of physical assault; damage to a person's work area or property
- **Gesture bullying:** Nonverbal threatening or hostile gestures, glances or other conduct that convey threatening messages such as stalking, staring or glaring.
- **Exclusion:** Socially or physically excluding or disregarding a person in work-related activities.

1.8-e. Employee-Student Consensual Relations

This policy shall apply to all employees of the University without exception. This policy shall apply to consensual relations. Non-consensual or "coerced" relations are governed by the University's Sexual Harassment Policy.

It shall constitute unprofessional and inappropriate conduct for any University employee to engage in romantic or sexual relations with anyone enrolled as a student at the University. A violation of the policy may result in immediate disciplinary action up to and including termination from the University. In the event that a romantic or sexual relationship existed prior to the employee being hired OR student being enrolled at the college, the employee shall immediately discuss the relationship with their immediate supervisor, or in the case of faculty, with their Dean or Division Chairperson, with the intention of seeking alternative classes, advisors, and other academic arrangements for the student.

For purposes of this policy, enrollment as a student is defined as any time period during which the student has pre- registered or registered for one or more classes offered by the University, including periods of break during or in- between semesters, where there is a reasonable expectation of continued engagement with the University as a student.

1.8-f. Americans with Disabilities Act (ADA) and Reasonable Accommodation

Walsh University is committed to the fair and equal employment of individuals with disabilities under the Americans with Disabilities Act (ADA) and as amended by the ADA Amendments Act (ADAAA). It is Walsh University's policy to provide reasonable accommodation to qualified individuals with disabilities unless the accommodation would impose an undue hardship on the University. Walsh University prohibits any harassment of, or discriminatory treatment of, employees or applicants based on a disability or because an employee has requested a reasonable accommodation.

In accordance with the ADA/ADAAA, reasonable accommodations will be provided to qualified individuals with disabilities to enable them to perform the essential functions of their jobs or to enjoy the equal benefits and privileges of employment. An employee or applicant with a disability may request an accommodation from the HR department and should specify what accommodation is needed to perform the job and submit supporting documentation explaining the basis for the requested

accommodation, to the extent permitted and in accordance with applicable law. The University then will review and analyze the request, including engaging in an interactive process with the employee or applicant, to identify if such an accommodation can be made, or if any other possible accommodations are appropriate. If requested, the employee is responsible for providing medical documentation regarding the disability and possible accommodations. All information obtained concerning the medical condition or history of an applicant or employee will be treated as confidential information, maintained in separate medical files, and disclosed only as permitted by law.

It is the policy of Walsh University to prohibit harassment or discrimination based on disability or because an employee has requested a reasonable accommodation. Walsh University prohibits retaliation against employees for exercising their rights under the ADA/ADAAA or other applicable civil rights laws. Employees should use the procedures described in the Harassment and Complaint Procedure to report any harassment, discrimination, or retaliation they have experienced or witnessed.

1.8-g. Equal Opportunity

Walsh University provides equal employment opportunities to all employees and applicants for employment without regard to race, color, creed, ancestry, national origin, citizenship, sex, marital status, religion, age, disability, genetic information, service in the military, or any other characteristic protected by applicable federal, state, or local laws and ordinances. Equal employment opportunity applies to all terms and conditions of employment, including hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, and training. This statement applies to all academic programs, all athletic programs, and to all policies and procedures concerning students and student activities. This statement applies to all personnel and administrative policies. Walsh University is a religious institution of higher education in the Catholic-faith tradition and is protected by the Religious Freedom Restoration Act (RFRA) and the First Amendment; thus, Walsh University may consider religion in hiring, admissions, and other decisions. Walsh University aligns with the Catholic Church teachings that the dignity of the human person is the foundation of a moral vision for society; thus, each person will always be treated with compassion, dignity, kindness, respect, and sensitivity. Nothing in this policy shall require Walsh University to act in a manner contrary to the beliefs and teachings of the Catholic Church and the University's mission ([Walsh University's Statement of Faith and Understanding](#)). Walsh University does not support individual interpretations that expand the protected classes. (Reaffirmed by the Board of Directors, 2023)

Walsh University expressly prohibits any form of unlawful employee harassment or discrimination based on any of the characteristics mentioned above. Improper interference with the ability of other employees to perform their expected job duties is absolutely not tolerated.

Walsh University will endeavor to make a reasonable accommodation of an otherwise qualified applicant or employee related to an individual's physical or mental disability, and/or any other reason required by applicable law, unless doing so would impose an undue hardship upon Walsh University's operations or would require Walsh University to act in a manner contrary to the beliefs and teachings of the Catholic Church and the University's mission.

Any employees with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of the Human Resources Department. The University will not allow any form of retaliation against individuals who raise issues of equal employment

opportunity. Employees who feel they have been subjected to any such retaliation should bring it to the attention of the Vice President for Human Resources.

Retaliation means adverse conduct taken because an individual reported an actual or a perceived violation of this policy, opposed practices prohibited by this policy, or participated in the reporting and investigation process described below. "Adverse conduct" includes but is not limited to:

- Shunning and avoiding an individual who reports harassment, discrimination, or retaliation;
- Express or implied threats or intimidation intended to prevent an individual from reporting harassment, discrimination, or retaliation; or
- Denying employment benefits because an applicant or employee reported harassment, discrimination, or retaliation or participated in the reporting and investigation process.

Other examples of retaliation include firing, demotion, denial of promotion, unjustified negative evaluations, increased surveillance, harassment, and assault.

Complaints of discrimination should be filed according to the procedures described in the Harassment and Complaint Procedure.

1.8-h. Family Educational Rights and Privacy Act (FERPA)

Employees are required to review, understand, and comply with the Family Educational Rights and Privacy Act (FERPA) Policy [Section 1.8-h]. The full policy, with definitions of student records, rights of inspection, confidentiality obligations, and disclosure procedures, is available in the official Walsh University FERPA Policy document ([ferpa-2015.pdf](#)). Employees should refer to this document and [Walsh University FERPA website](#) for the most current and complete policy details and ensure their practices remain compliant with all confidentiality and record-keeping regulations.

1.8-i. Harassment

We are committed to a work environment in which all employees are treated with dignity and respect, and support the right of all employees to work in an environment free of sexual harassment and other discriminatory harassment. Sexual harassment and harassment of any kind is strictly forbidden and will not be tolerated. Should anyone experience harassment of any kind, please reference the University's full Sexual Misconduct and Interpersonal Violence Policy, which can be found at <https://www.walsh.edu/title-ix.html>.

This policy applies to all employees including full-time, part-time or casual, temporary or permanent employees, job candidates, student placements, apprentices, interns, contractors, sub-contractors and volunteers, and prohibits harassment, discrimination, and retaliation.

1. **Sexual Harassment.** Sexual harassment means conduct on the basis of sex that satisfies one or more of the following:
 - An employee of the recipient conditioning the provision of an aid, benefit, or service of the recipient on an
 - individual's participation in unwelcome sexual conduct (i.e., Quid pro quo); or
 - Unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive

- that it effectively denies a person equal access to the recipient's education program or activity; or;
- "Sexual assault" as defined in 20 U.S.C. 1092(f)(6)(A)(v), "dating violence" as defined in 34 U.S.C. 12291(a)(10), "domestic violence" as defined in 34 U.S.C. 12291(a)(8), or "stalking" as defined in 34 U.S.C. 12291(a)(30).

2. **Other Discriminatory Harassment.** Other discriminatory harassment includes, but is not limited to, intimidation, bullying, ridicule, or insults that:

- Unreasonably interferes with an individual's work performance;
- Creates an abusive or hostile work environment; or
- Otherwise adversely affects an individual's employment opportunities.

This type of discriminatory harassment applies to such conduct, which is based on an individual's or group's race, sexual preference, color, religion, age, gender, disability, national origin, military status, or other legally-protected characteristic. It includes actions such as verbal abuse; the circulation of written material that demeans or exhibits hostility or dislike toward an individual or any of the aforementioned groups of persons; or inappropriate jokes or slurs. As with sexual harassment, such conduct is prohibited and will subject the person engaging in it to disciplinary action, up to and including termination.

3. **Retaliation.** All employees also shall be protected from retaliation for making a good faith complaint or for assisting in an investigation concerning allegations of harassment. Retaliation includes disciplining, reassigning, lowering a performance appraisal or threatening or intimidating an employee because he or she complained about or reported harassment or participated in an investigation concerning harassment. This type of retaliation is strictly prohibited and individuals engaging in retaliatory behavior will be subject to disciplinary action.

4. **Reporting of Harassment or Retaliation.** If you feel that that you are or another employee is a victim of harassment or retaliation, please immediately report the matter to your direct manager any other member of management. If you do not hear anything back within 3 days, you should report the issue directly to human resources. Early reporting and intervention are the most effective methods of resolving actual or perceived incidents of harassment. While there is no fixed reporting period for complaints, we strongly urge you to promptly report such complaints.

5. **Complaint procedure.** If an employee believes they have been subject to or have witnessed unlawful discrimination, including sexual or other forms of unlawful harassment, or other inappropriate conduct, they are requested and encouraged to make a complaint. They may complain directly to their immediate supervisor or department manager, the Vice President for Human Resources, or any other member of management with whom they feel comfortable bringing such a complaint. Similarly, if employees observe acts of discrimination toward or harassment of another employee, they are requested and encouraged to report this to one of the individuals listed above.

All complaints will be investigated promptly, and confidentiality will be protected to the extent possible. A timely resolution of each complaint should be reached and communicated to the parties involved.

If the investigation confirms conduct that violates this policy has occurred, Walsh University will take immediate, appropriate, corrective action, including discipline, up to and including immediate termination.

No reprisal, retaliation, or other adverse action will be taken against an employee for making a complaint or report of discrimination or harassment or for assisting in the investigation of any such complaint or report. Any suspected retaliation or intimidation should be reported immediately to one of the persons identified above.

Since there may be some confusion over what actually constitutes sexual or other discriminatory harassment, any conduct which offends you or makes you feel uncomfortable should be reported. Keep in mind that we cannot address problems we do not know about. So, if you think you or another employee is a victim of harassment, or is being retaliated against in violation of this policy, you must notify the appropriate designated management team member right away.

1.8-j. Hazard Communications Program (Safety with Hazardous Materials)

Employers must establish a training and information program for employees who are exposed to hazardous chemicals in their work area at the time of initial assignment and whenever a new hazard is introduced into their work area.

It is the supervisor's responsibility to inform each employee of any materials in their work area that are hazards if they are not handled or stored properly. Furthermore, supervisors will train employees in the proper use and handling of any hazardous material in their work area.

1.8-k. Mandatory Reporting Policy

Employees are required to review, understand, and comply with the Mandatory Reporting Policy [Section 1.8-k]. The full policy is available in the official Walsh University Mandatory Reporting Policy document ([Mandatory-Reporting-Policy-HR.pdf](#)). Employees should refer to this document and the Walsh University website for the most current and complete policy details and ensure their practices remain compliant with all regulations.

1.8-l. Sexual Misconduct & Interpersonal Violence (Title IX)

Employees are required to review, understand, and comply with the Sexual Misconduct and Interpersonal Violence (Title IX) Policy [Section 1.8-l]. The full policy, including all procedures, definitions, and reporting options, is available at [Title IX | Walsh University](#) and in the policy document [walsh-sm-iv-policy_081224.pdf](#). Employees should regularly consult these online resources, as they reflect the most current version of the University's Title IX-related policies and procedures.

1.8-m. Anti-Hazing

Employees are required to review, understand, and comply with the University's Anti-Hazing Policy [Section 1.8-m]. The full policy, including definitions, reporting procedures, training requirements, and consequences for violations, is available on the Walsh University Hazing Prevention website [Hazing Prevention at Walsh University](#) and in the official policy document [Walsh-University Anti-Hazing-Policy](#). Employees are expected to regularly consult these resources to ensure compliance with Ohio law and University expectations regarding hazing prevention and response.

1.8-n. Direct Threat Protocol

Walsh University is committed to protecting our campus from the risk of behaviors that threaten the safety and well-being of our community. The Direct Threat Protocol sets forth expectations for reporting such behaviors, connecting students to the appropriate support services, and making a determination regarding a student's continued attendance. Separation of a student from Walsh University may be implemented if there is sufficient evidence that the student is engaging in behaviors that pose a direct threat to themselves or others. This Walsh University Emergency Removal Protocol is not a student disciplinary policy. The protocol works in conjunction with, not in the place of, the University's student discipline related policies, including but not limited to Social Conduct, Resident Responsibilities, General Policies, Graduate/Undergraduate Catalog, and/or Student Handbook.

Reporting Structure-Students

Any person's threat to inflict harm to self or others while on the University premises or at University sponsored events

must be taken seriously and responded to immediately. University officials will take the following steps:

1. A person hearing such a threat will report it immediately to one of the following University officials:
 - a. Campus Police
 - b. Chief Student Conduct Officer
 - c. Chief Student Experience Office
 - d. Vice President Student for Student Experience
 - e. In the absence of any of the above officials, seek the supervising faculty or staff member who is overseeing the program/event.
2. The responding University official will contact the Vice President for Student Experience (or his/her designee) who will act as Crisis Coordinator.
3. Campus Police will be notified and dispatched to the scene by the responding University official if a violation of University policy, federal, state, or local laws has occurred and/or when assistance is needed to manage the scene. This protocol does not, however, preclude the University from taking temporary interim steps to address immediate health or safety concerns before or during implementation of the protocol.

Reporting Structure-Employees

Any person's threat to inflict harm to self or others while on the University premises or at University sponsored events must be taken seriously and responded to immediately. University employees will take the following steps:

1. A person hearing such a threat will report it immediately to Campus Police.
2. Once notified, Campus Police will dispatch to the scene as reported and determine if a violation of University policy, federal, state, or local laws has occurred and/or what type of assistance is needed to manage the scene.
3. Campus Police will also notify Human Resources, who will serve as the liaison between the university and the employee regarding the Direct Threat.

This protocol does not, however, preclude the University from taking temporary interim steps to address immediate health or safety concerns before or during implementation of the protocol.

1.8-o. NCAA Guidelines

All athletic personnel are responsible to know, understand and abide by NCAA and conference rules. Violation of NCAA (and conference, if applicable) rules is prohibited and may result in disciplinary action up to and including termination of employment. As a condition of employment, you will act in a professional manner and be supportive of the mission of the University.

1.8-p. Social Media Guidelines

1.8-p. (1) Employee Use

Walsh University encourages employees to share information with co-workers and with those outside the University for the purposes of gathering information, generating new ideas, and learning from the work of others. Social media provides inexpensive, informal, and timely ways to participate in an exchange of ideas and information. However, information posted may have risks, as it is available to the public and, therefore, the University has established the following guidelines for employee participation in social media.

Note: As used in this policy, “social media” refers to all means of communication on the Internet, including but not limited to, blogs, forums, and social networking sites, such as Twitter, Facebook, LinkedIn, YouTube, Instagram, and Snap Chat, among others. This includes use intended to be private, such as closed Facebook Groups or private forums.

Use of Social Media at Work

Employees may only engage in social media activity during work time if it is directly related to their work and approved by their manager. At no time should employee’s social media activity reference Walsh University students, volunteers, etc. without express permission. Walsh University monitors employee use of work computers, work-issued mobile devices, and network activity regularly and as needed.

Online Behavior and Personal Social Media Accounts

Employees are responsible for their online behavior, even on personal accounts. As employees, we are all responsible to protect and advance Walsh University’s mission, values, and reputation. Employees should comply with all University policies including those outlined in the Standard of Ethical Conduct. Sharing content or information that could negatively impact the University is strictly prohibited. Violations may result in notification of appropriate University departments for investigation and/or disciplinary action. Walsh University prohibits retaliation against any employee for reporting a possible deviation from this policy.

Confidentiality

Employees may not use or disclose any confidential or proprietary information, such as trade secrets or personally identifiable sensitive or confidential student information. Do not share internal reports, policies, procedures, financial information, or other internal business-related confidential communications. When in doubt, ask before posting. Employees are encouraged to share content already published to social media by the Walsh University Marketing Department through its official channels. If an employee is aware of an error in information being published, contact the Marketing Department directly so a correction can be made quickly.

Discipline

Violations of this policy may result in discipline up to and including immediate termination of employment.

1.8-p. (2) Publication Policy

The following policy is in place to ensure that Walsh University is being represented in a cohesive, strategic way on social media when the University's name or brand is used. We expect all who participate in social media on behalf of Walsh University to understand and follow these guidelines.

In accordance to this policy, no new social media accounts on behalf of Walsh University offices, departments or student groups may be created without consulting the Office of Integrated Marketing & Communications, which will help to evaluate the need for a new social media presence. Please review the full policy. [marcom_social-media-policy_24.pdf](#)

1.8-q. Verification of Student Identity

This policy applies to all credit-bearing courses and programs being offered by Walsh University, beginning with the application for admission and continuing through to a student's graduation, transfer, or withdrawal from study.

The United States Federal Higher Education Opportunity Act (HEOA), Public Law 110-315 requires that Walsh University put policies in place to ensure that the student who registers in a distance education course is the same student who participates in, completes, and receives the academic credit. Walsh University has decided to apply this same standard to all courses that use our electronic course management system regardless of course modality.

The Red Flag Rules, created by the Federal Trade Commission in response to the Fair and Accurate Credit Transaction Act of 2003, requires that Walsh University put policies in place to mitigate the risk of student identity theft. Red flags are the potential patterns, practices or specific activities indicating the possibility of identity theft. Whether a student tries to have someone else complete their course work or someone tries to steal the identity of a student for any number of purposes, this same policy will ensure that Walsh University verifies the identity of its students.

Walsh University fulfills these requirements by restricting student access to courses and administrative systems through the University portal and/or learning management system gateway page which requires a secure login and password.

Identity Verification:

The verification of a student's identity begins at the time of admission or initial course registration. Procedures related to student identity verification include registration, advising and transcript procedures as well as generation of a unique Walsh ID for each student. When a student is initially registered, a unique login and password is created that provides access to the secure University portal. Student access to the learning management system is through the University portal and requires the use of this login and password. Data transmission of login information is secured using standard encryption technology.

A student that requests assistance from the Student Service Center, or any other campus-based service organization, are required to show a photo ID before any in person service is rendered. If a student

requests service remotely, they will be required to answer a series of personally identifiable questions using data that has been collected during their relationship with the University.

Personally identifiable information collected by the University may be used, at the discretion of the institution, as the basis for identity verification. For instance, a student requesting that their Walsh ID password be reset are required to either bring a photo identification to the University Help Desk or remotely answer a series of personally identifiable questions using collected data.

Responsibilities:

All users of the University's learning management and administrative systems are responsible for maintaining the security of usernames, passwords and any other access credentials assigned. This information may not be shared or given to anyone other than the person to whom they were assigned. Users are responsible for any and all use of their account. Access credentials may not be shared or given to anyone other than the user to whom they were assigned to for any reason. Users are required to change their passwords every 6 months to maintain security. They may choose to change their password more often at their discretion. Users are responsible for providing complete and true information for any identity verification process. Users are held responsible for knowledge of the information contained within the most recent University Catalog as well as the Student Handbook. Failure to read University guidelines, requirements and regulations will not exempt users from responsibility.

Faculty teaching courses hold primary responsibility for ensuring that their individual courses comply with provisions of this policy. Because technology and personal accountability may not verify identity absolutely or ensure academic integrity completely, faculty are encouraged, when feasible and pedagogically sound, to design courses that employ assignments and evaluations unique to the course and that support academic integrity.

Administrative staff members should recognize the warning signs of identity theft. When confronted with an identity theft Red Flag, the response should be appropriate to the level of threat detected. Some possible responses could be:

- Seeking additional verifying information
- Canceling a transaction
- Contacting the potential victim for verification of information and to inform them that identity theft was attempted using their information
- Changing passwords or other security measures that permit access to data or accounts
- Notifying local police

An identity theft compliance team will have the responsibility for determining the appropriate response for the level of threats detected. This team may establish standard operating procedures for administrative staff. When events occur outside of those outlined, the team should be assembled to determine an appropriate response. The compliance team will include the head of Student Affairs, Financial Aid, Registration, Human Resources and Academic Affairs or their designated representatives.

1.8-r. Weapons

Walsh University is committed to the safety and security of our campus community. Accordingly, weapons (explosives, firearms, fireworks, knives, etc.) are prohibited in campus buildings or being carried on campus grounds. This policy applies to all members of the University community as well as

guests on campus. Violators of this policy will be subject to immediate disciplinary action and potential criminal prosecution.

Definitions:

- **Explosives:** any chemical compound or mixture combined in such a way that ignition or detonation may cause sudden generation of highly heated gases or particles capable of producing a destructive effect.
- **Firearms:** any gun, rifle, shotgun, pistol, revolver, handgun, air gun, blowgun or paint gun designed to fire bullets, BBs, pellets, shots, darts, paint balls, flares, regardless of the propellant used.
- **Fireworks:** any device for producing a noise, light or a similar display by the combustion of explosive or flammable materials.
- **Knife:** an instrument consisting of a thin blade with a sharp edge and/or point affixed to a handle. Knife includes, but is not limited to, daggers, stilettos, hunting knives, switchblades, swords, spears, throwing knives or stars, hatchets, and axes, regardless of whether the item is considered decorative. Knife, for the purposes of this policy, does not include penknives, pocketknives or multi-tools if such objects have a blade or cutting surface that is 3 inches in length or less.
- **Weapons:** objects that pose a potential hazard to the safety or health of others, including any object or instrument carried or used for the purpose of inflicting or threatening bodily injury or damaging/destroying University property or the property of others, and any simulated weapons or objects that could be construed as weapons.

1.8-s. Nepotism Policy

Purpose:

The goal of this policy is to ensure that the environment is free from any conflicts of interest as it relates to whom it employs. The University does permit the employment of qualified relatives of employees as long as such employment does not, in the judgement of the University, create actual or perceived conflicts of interest.

Definitions:

- **Immediate Family:** Includes spouse, children, parents, brothers, sisters, stepparents, stepchildren, stepbrothers, and stepsisters.
- **Additional Family:** Includes grandparents, parents-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, aunts, uncles, first cousins, nieces, nephews, grandchildren, and great grandparents.
- **Members of the Same Household:** Includes individuals who are members of the same household as employees of the University, with the exception of religious.

Hiring of New Employees:

It is the intent of the University that employees not be involved in decisions affecting employment of individual members of their immediate and additional families or household. That is, no employee is permitted to work within "the chain of supervision" when one relative's work responsibilities, salary, hours, career progress, benefits or other terms and conditions of employment could be influenced by

the other relative. This precludes any relative of an employee with supervisory authority from being employed by the University.

Promotion and Transfer of Current Employees:

A current University employee shall not be promoted or transferred if it would:

- Create a reporting relationship between the employee and members of his/her immediate family, additional family or household.
- Have the potential for creating an adverse impact on work performance,
- Create an actual or perceived conflict of interest, or
- Influence work/teaching assignments.

Employees of the University who establish a family relationship may continue employment as long as it does not result in a conflict with as the items listed above. If one of these events should occur, attempts will be made to find a suitable position within the University to which one of the employees will transfer or establish a new reporting relationship. If accommodations of this nature are not feasible, the employees will be permitted to determine which one of them will resign.

Implementation:

- Applicants will be advised of this policy and are expected to disclose any potential conflict of interest involving immediate family, additional family or members of the same household during the employment application process and before accepting an offer of employment. Failure to do so will be grounds for dismissal.
- In the event that a relative or member of the same household of a University employee applies for a position with the University, the University employee must disclose this to the Vice President for Human Resources or their designate.
- University employees are expected to disclose any potential conflict of interest involving relatives or members of the same household that may occur as a result of transfers, organizational changes, changes in marital status, or changes in an employee's household.
- All employment decisions that involve a family or household member of an employee requires the advance review and approval by the President of the University.

1.8-t. Use of Walsh-Managed Information Technology

Walsh University makes various computing resources available to employees, students, and certain contractors (hereafter referred to as users). These elements of information technology (hereafter referred to as Walsh IT) are at the user's disposal and are meant to be beneficial tools in pursuit of University- related administration and academic activities. They include all University owned, operated, leased or contracted computing, networking, telephony and information resources, whether they are individually controlled, shared, standalone or networked. Examples include:

- Personal Computers (e.g., desktop or laptop units)
- Server Computers (e.g., e-mail, Banner, Walsh web sites...)
- Printers (locally attached or networked)
- Operating System Software (e.g., Windows 7, Windows 10, MacOS...)
- Application Software (e.g., Outlook e-mail, Word, Excel...)
- University-wide Data Network (providing electronic connectivity within the Walsh community)
- Access to the Public Internet (providing electronic connectivity with non-Walsh entities)

These computing resources are owned or managed by Walsh University. Their use, along with all information maintained in any form within the University's computer resources, is subject to various laws, regulations, contracts, licenses, policies and procedures, some of which are detailed in this statement. Infractions of this Acceptable Use Policy Statement may result in loss of access to Walsh IT resources, as well as other penalties, disciplinary measures and/or prosecution. Walsh University does not accept any liability for illegal activities on the part of users that circumstantially involve Walsh IT.

User Rights & Privileges:

Intellectual Freedom:

The University is a forum for learning, understanding, questioning, and expressing new ideas. Recognizing that Walsh is a private, Catholic institution, and considering its mission, values and critical success factors, Walsh constituents are encouraged to use Walsh information technology as a conduit for this forum.

Intellectual Property Rights:

Certain Walsh-sanctioned activities on the part of faculty or students may result in the creation of electronic material that is explicitly or implicitly recognized as the personal property of the respective faculty or student. Although created via and perhaps stored on Walsh-managed computing resources, this does not imply Walsh co-ownership or liability for such material. (See 2.4-h Intellectual Property Policy for the full policy.)

Freedom from Disruption:

Walsh University will strive to provide for all its constituents a computing infrastructure that is stable, accessible, and responsive during normal working hours. Potentially disruptive maintenance to the infrastructure will be planned in advance, and implemented during off-hours whenever possible. Disruptive activities on the part of other users will be addressed immediately by Walsh IT staff.

Privacy & Security:

It should be recognized that nothing is perfectly secure in the electronic world, but Walsh University will provide industry-standard mechanisms to protect the privacy and confidentiality of software, data and correspondence created by Walsh users. The user must assess the risk/rewards of electronically creating and storing such material using Walsh IT resources.

User Responsibility & Accountability:

The user of Walsh IT is responsible for knowing and abiding by all applicable laws, regulations, contracts, licenses, policies and procedures. Walsh University will utilize appropriate means to communicate to users on a timely basis any changes to this Acceptable Use Policy Statement. All users will be required to acknowledge that they have read, understand, and agree to abide by same.

Any recognition of infractions by others of this Acceptable Use Policy Statement should be brought to the immediate attention of Walsh Security and the Vice President of Administration.

The user is the steward of all information technology resources at his/her disposal. Common sense in the use/handling of all computing hardware and network components is expected. Any recognized damage or potential damage should be brought to the attention of Walsh IT staff.

The implementation of any unauthorized hardware, software or network components within the Walsh IT infrastructure is prohibited. Requests for authorization should be forwarded to Walsh IT administration.

User-id and password are the principal components of privacy and security within the Walsh IT infrastructure. Users may not share their personal id with any other individual. Password secrecy is of paramount importance, and users are encouraged to change their password on a regular basis. Software rules are in place to limit the use of passwords that might easily be guessed. Users should not leave their workstation unattended while still logged into the network or onto an application. It should be standard practice to log out or lock the workstation to assure that the user's account will not be tampered with.

The user is expected to take reasonable precautions against importing and spreading of computer viruses. Walsh University will provide up-to-date software for virus detection and recovery, but the user must remain vigilant for potentially damaging e-mail or data files that may not be caught by software.

Users share a very complex computing infrastructure at Walsh University; therefore, accessibility and performance problems are inevitable. Users should report such events to the Walsh IT Help Desk (4357) immediately so that corrective action can be initiated.

The primary purpose of the Walsh IT infrastructure is to enable academic pursuits and administrative processes. Use of Walsh IT for personal, frivolous or entertainment purposes that impacts accessibility or creates performance problems should be immediately curtailed.

All users are expected to practice common courtesy in their use of Walsh IT so as to be minimally disruptive to others (e.g., audio levels).

General Policies and Guidelines:

Excepting the intellectual property rights of employees and students, all software, data and correspondence stored within the Walsh IT infrastructure is owned or managed by Walsh University. Regardless of ownership, all software, data and correspondence are subject to this policy along with all laws, regulations, contracts and licenses that bind Walsh University. Walsh University reserves the right to randomly audit the contents of its computing resources for infractions and to take appropriate action. Walsh University will cooperate with all legitimate law enforcement agencies in regards to their investigations and relevant search and seizure laws.

Any use of Walsh computing resources for illegal activities is prohibited.

The user must not take any deliberate actions to cause interference to the Walsh computing infrastructure or to the work of others. Deliberate attempts to circumvent privacy and security safeguards or procedures are prohibited. Such activities will be viewed as criminal in nature under applicable state and federal laws and will be reported to the appropriate authorities.

Unauthorized possession, copying, use, disabling or destruction of Walsh-owned computer hardware, network components, software, user accounts or data is prohibited.

The user may not utilize Walsh IT resources for personal gain that has not been pre-authorized by the University. Any authorization may be further restricted by the regulations of Walsh maintaining a ".edu"

internet domain. The user may not utilize Walsh IT resources for commercial gain, nor for solicitation, advertisement, or promotion of commercial services or products.

Except for University-authorized research, the user may not initiate or perpetuate any form of electronic communications or data storage with pornographic or otherwise offensive or harassing content as defined in the University's policy on harassment. Sending or responding to "chain letters" is prohibited.

The user will not attempt to hide or misrepresent his or her identity as part of using any Walsh IT resources. This will constitute violation of applicable federal and/or state fraud or forgery laws and regulations.

The user will not duplicate copyrighted electronic material without the expressed prior permission of the owner, except as permitted by "fair use" guidelines.

Users are required to uphold the terms of all contract and licensing agreements entered into by Walsh University for computer hardware and software.

1.9 Leaving Employment

1.9-a. Resignation

Employees are encouraged to provide at least two weeks' notice to facilitate a smooth transition out of the University. For exempt level positions, a longer notice is desired. Paid time off is not to be used in lieu of working out the notice. If an employee provides less notice than requested, the employer may deem the individual to be ineligible for rehire depending on the circumstances regarding the notice given. All resignations must be confirmed in writing. The actual final day of employment is at the discretion of Walsh University.

Management reserves the right to provide an employee with two weeks' pay in lieu of notice in situations where job or business needs warrant. Such a decision should not be perceived as reflecting negatively on the employee, given that it may be due to a variety of reasons not known to the individual or other employees. Employees who fail to return any University property, including keys, credit cards, tools, uniforms, cellular phones, laptops and other equipment, will be deemed ineligible for rehire and may be subject to legal proceedings on behalf of Walsh University.

1.9-b. Retirement

At Walsh University, an employee is considered retired when both of the following conditions are met:

- At least 10 years of full-time equivalent service. (Does not include time as an intern, graduate assistant or adjunct.)
- At least 55 years of age

Retiree definitions for Emeritus Faculty remain unchanged.

For Faculty, once you have made the decision to retire, you must notify your supervisor or Dean of your retirement date, in writing, by the following deadlines:

- June 30 for a retirement date in the ensuing Fall semester
- November 30 for a retirement date in the ensuing Spring semester

Providing a timely notification assists your department in effective planning and allows the University the opportunity to recognize your service. As a retiree, you will receive the following privileges:

- Recognition during Opening Day
- Access to selected performances and lectures
- Continued access to library materials
- A Walsh email address, if requested (Microsoft Office 365 not included. Requires email account to be active over a 12-month period and compliance with required security trainings)
- 2 free athletic event tickets. (Regular season, home athletic events only)
- Free access to the David Fitness Center (Retiree only)
- 10% Discount in the campus bookstore

Access to materials and events will require you to show a valid Walsh Retiree badge.

1.9-c. Layoff

The University endeavors to promote job security for satisfactorily performing employees; however, there may be times when an employee is laid off for economic or operational reasons.

The President is the decision authority for all layoffs. Preference for retaining employees shall be on the basis of performance, ability, experience, the University's present and future needs, and the employee's past and future value to the University. Seniority may be considered for employees whose qualifications are otherwise equivalent. All workers laid off shall be given appropriate notice. Final determination of layoffs shall be at the sole discretion of the University President.

1.9-d. Discharge

The University may terminate employment relationships at any time. Reasons for termination may include but is not limited to:

- Inadequate work performance.
- Attendance and tardiness issues.
- Neglect of duty.
- Moral turpitude or an action or actions considered a severe violation of ethical or moral standards.
- Conviction in a criminal proceeding or judgment in a civil action, including a criminal indictment sufficiently serious to warrant discharge.
- Active advocacy of beliefs clearly contrary to the Catholic Church and its basic teachings and mission causing embarrassment to the church or University while serving in the capacity as an employee or as a person identified with Walsh University.

The discharge is at the sole discretion of the University and may be done without prior notice. The recommendation to terminate an employee is the responsibility of the supervisor/manager. The recommendation must be discussed and concurred with by the Vice President for Human Resources prior to any discussion with the employee.

1.9-e. Benefits and Separations

For positions that receive vacation time, accrued but unused vacation will be paid out consistent with the University vacation policy and state law, as long as paid time off has been tracked according to payroll policy. Because unused vacation expires June 30 of each year, there will be no payments for accrued vacation if the amount of accrued time would take you past June 30.

Health, vision and dental benefits will terminate on the last day of the month in which the employee has resigned/terminated. All other employee and employer paid benefits will term on the last day of the employee's employment. The employee will receive information concerning benefit continuation rights under the COBRA statute. See the Employee Benefits section (1.5) for more information.

2.1 Faculty

2.1-a. Introduction

The Walsh University Employee Handbook is the source of policies and procedures that apply to all employees at Walsh University, including faculty. In addition, this Faculty section addresses policies, procedures and information specific to faculty. This section will address topics like scholarship, tenure, teaching, faculty rank, intellectual property, faculty career paths and others to provide clarity for faculty members as they engage in their work at Walsh University. All employees, full-time and part-time, including faculty and adjunct faculty, are also expected to align with the Walsh University Mission and abide by the Walsh University Code of Ethics.

Faculty members at Walsh University are hired to bring teaching expertise, specialized content knowledge, scholarly capabilities and professional mentoring skills (among other things) to the Walsh University culture. Faculty interact and collaborate with Walsh University students, staff, coaches, alumni, administrative professionals and the executive leadership team. This handbook communicates information to help all faculty understand employment expectations, governance structure and policies, expectations related to earning promotions, tenure and leadership roles.

This Faculty section of the handbook will be reviewed annually by the Faculty Senate and the Faculty Affairs Committee of the Senate, the Vice President for Human Resources, the Walsh University attorney, the Vice President for Academic Affairs, and the President to ensure that the Faculty section is up-to-date, relevant and serving the needs of Walsh University faculty and the Institution. The Faculty section will help foster faculty excellence and accountability in a consistent, professional and fair manner.

- The Faculty section, in concert with the Employee Handbook, serves as a guide to help the university navigate situations as they arise by providing policies and procedures that serve the common good of the university with mindful consideration for individual faculty as well. The Faculty section provides clarity on policies and procedures used to create consistency and fairness. The baseline thinking is that all members of faculty and those in leadership roles are trying to do the right things and will behave and function as professionals. The Faculty section serves as a “rule book” to guide thinking, deliberation and decision-making. Walsh University reserves the right to make modifications to the Faculty section in response to changing state and federal employment laws, pertinent government policies and other parameters as they arise to ensure that Walsh University is in compliance with such laws and policies and, in general, procedures considered best in practice.
- Being a faculty member in higher education is certainly a career, but also uniquely an honor, a privilege and a responsibility as faculty influence the lives of others. Faculty help people of all ages, but especially young adults, explore knowledge, challenge their thinking, expand their perspective, deepen their convictions and ultimately find their purpose. Faculty help students and each other to engage the Catholic Intellectual Tradition which both encourages and challenges us to deeply study “Faith and Reason” to truly understand what it means to be human and live a full and joy-filled life in addition to a fulfilling career. This section provides some structure to help us be mentors, teachers and guides in this powerful and valuable process of learning in higher education.

2.1-b. The Diocese of Youngstown

Walsh University is named after Bishop Emmet M. Walsh, who invited the Brothers of Christian Instruction to establish a college in the Diocese of Youngstown. A gift from the Diocese was used to erect La Mennais Hall as a residence for the Brothers of Christian Instruction, for student brothers, and candidates enrolled at Walsh University. In 1992, the last Brother of Christian Instruction (FIC) as President retired (Br. Francis Blouin, FIC, President #3) and Fr. Richard Mucowski, OFM, became the fourth President of the institution. In May of 1995, the University Board of Directors continued the transition to lay leadership with an updated sponsorship agreement that included the retention of Board leadership by a Brother as the Chairman of the Board of Directors. In 2011, the Brothers agreed to the appointment of the first lay Chairman, Mr. Gerald Walsh, for the Board of Directors. The sponsorship formally ended in 2021 with a Joint Memorandum of Understanding (JMOU) to guide the formal relationship. The Brothers' legacy lives on through scholarship support, the presence of Founders Plaza on Market Street and the spirit of the Brother's charism as Walsh delivers on its mission. Further, they will continue to serve on the Board of Directors, and Walsh University will continue to educate the Brothers, as needed, as key aspects of the JMOU.

As an academic institution, Walsh University is autonomous. The Bishop of the Roman Catholic Diocese of Youngstown authenticates the Catholic identity of the University. Walsh University personnel appreciate the understanding, cooperation, and support which diocesan authorities have given to the University since its foundation and count on the help of the diocesan clergy and laity in enrollment and fund-raising efforts. University administrative leadership collaborates with diocese officials in preparing teachers for schools, parishes, host lectures, workshops, and seminars.

2.2 Faculty Overview

2.2-a. Definitions

- **Faculty** of Walsh University consists of those individuals, full or part-time, with faculty status, either with or without rank, who collectively develop, maintain, deliver, assess, and support the University curricula in all phases. Faculty also support and contribute to the Walsh University mission, culture and core values.
- **Faculty Status** is assigned to full or part-time employees who are responsible for teaching, mentoring, advising, program assessment, and other scholarly and service activities focused on student academic success and elevating the academic profile and reputation of Walsh University. Faculty may serve predominately in undergraduate or graduate programs, and in some cases, may serve in both. Faculty status presupposes a minimum of a master's degree or its equivalent or a terminal degree in a given discipline, usually a Ph.D. (doctorate). There may be special cases in which an individual with a bachelor's degree who possesses highly specialized experience or training may be approved by the Vice President for Academic Affairs (VPAA) for faculty status.
- **Faculty Rank** is initially assigned by the VPAA to full or part-time faculty upon employment. Faculty rank presupposes a minimum of a master's degree or its equivalent or a terminal degree in a given discipline. There may be special cases in which an individual with a bachelor's degree who possesses highly specialized experience or training may be approved for rank by the VPAA. Advancement in rank is a function of executing consistent excellence in teaching, appropriate scholarship, contributions to program review, service, and mission alignment. Evidence of such is evaluated by the Retention, Tenure and Promotion Committee of Walsh University and recommendations for rank advancement are made to the VPAA and President. The President has reserve power to approve/reject faculty rank advancement.

2.2-b. Faculty Status

Any individual, whether involved in undergraduate or graduate programs, hired by Walsh University to perform teaching, scholarship, program assessment and/or service duties is considered faculty. Faculty may be full-time or part-time. In addition, some faculty may also be hired, as needed, to serve as adjunct (contingent) faculty. Other faculty may be part of our campus community temporarily as visiting professors, professors of practice or other visiting scholars.

2.2-c. Faculty Rank

Faculty rank can be assigned to any full or part-time employee with Faculty Status. Faculty rank presupposes a master's degree or its equivalent or a terminal degree in a given discipline. Faculty ranks are:

- Instructor, Assistant, Associate, and Full Professor
- Clinical Instructor, Clinical Assistant, and Clinical Associate
- Professional Instructor, Professional Assistant, and Professional Associate

2.2-d. Faculty Track Designations

All faculty at Walsh University are valued equally. All faculty designations are equally important to our success; they just have different scholarship and advising requirements. Faculty are designated as adjunct, visiting, professional, clinical, non-tenure (teaching), tenure track, tenured or Emeritus/Emerita.

Professional, clinical, non-tenure (teaching), tenure-track and tenured classical scholar faculty are evaluated according to the appropriate faculty retention, tenure and promotion (RTP) guidelines outlined in this handbook. Adjunct faculty and visiting faculty are evaluated by direct supervisors. Retired full-time faculty who have been awarded Emeritus/Emerita status are not subject to further evaluation for rank, but if teaching as adjunct faculty would be evaluated by direct supervisors.

ADJUNCT FACULTY:

Adjunct faculty members (also called contingent faculty) are individuals who receive part-time confirmation of employment (COE) to teach a limited number of specific courses during a given academic term. Adjunct faculty may not teach more than 18 credit hours during a given calendar year (July 1 to June 30). Courses are assigned to adjunct faculty according to the academic program's needs as determined by the appropriate program director, chair, and/or dean. Pay for adjunct faculty can vary depending upon class enrollment. Information about current pay for adjunct faculty is available from the Office of Academic Affairs. Adjunct faculty are hired and then evaluated by direct supervisors, usually Program Directors and Chairs but sometimes Deans, via classroom visits, IDEA student evaluations and peer reviews. A person with a master's degree or equivalent qualifications appointed to an adjunct faculty position is normally ranked as an Instructor. The VPAA may appoint adjunct faculty to other ranks depending on their credentials and/or experience.

VISITING FACULTY (Professors of Practice, Visiting Scholars, etc.):

Visiting faculty members are individuals hired full or part-time to serve in a temporary faculty position. These appointments are often for one academic year, but they may be longer or shorter at the discretion of the VPAA in consultation with the President. The VPAA assigns status and rank appropriate to faculty member's education and experience. Visiting faculty members may advise students and serve on committees or do other projects at the discretion of the visiting faculty member's supervisor in consultation with the VPAA. Visiting faculty members are evaluated by their direct supervisor and are expected to collect and submit IDEA student evaluations and to respond to feedback from direct supervisors. Visiting faculty positions may be renewed, upon the recommendation of the appropriate chair or dean, at the discretion of the VPAA and the President.

CLINICAL FACULTY:

Clinical faculty are individuals who have clinical specializations like nursing, occupational therapy, physical therapy and others. Clinical faculty are typically non-tenure track, and they are eligible for rank promotion. Clinical faculty must hold at least a master's degree in the relevant discipline, though some have also earned a Ph.D. or a clinical doctorate (DNP, OTD, DPT, etc.). Clinical faculty may choose to apply to move to tenure track, but if accepted, the clinical designation is no longer appropriate. Clinical faculty are expected to engage in professional development and scholarly activities appropriate to their rank and discipline and consistent with the clinical scholarship criteria as described in this handbook. Clinical faculty are also expected to maintain clinical expertise as indicated by their professional or accrediting organizations and demonstrate a record of excellence in teaching, program assessment and service. Clinical faculty advance in rank in accordance with the guidelines articulated in this handbook.

PROFESSIONAL FACULTY:

Professional faculty are individuals with extensive applied experience in their expertise and typically hold a master's degree. Professional faculty are not eligible for tenure track, but they

are eligible for rank promotion. Although professional faculty typically are hired with a master's degree, exceptions may be made for people with a bachelor's degree and numerous years of highly specialized practical experience pertinent to the position. Typically, division chairs or program directors would recommend such a hire, which would need Dean, VPAA and Presidential approval prior to initiating the hiring process.

NON-TENURE-TRACK FACULTY (non-clinical, non-professional):

Faculty hired with terminal degrees relative to their field of expertise can be hired with an altered scholarship requirement with a more intense focus on teaching. A faculty member in this category will teach 30 credit hours per year with no scholarship requirement. A faculty member may also enter this designation from the tenure track as indicated in this handbook.

TENURE-TRACK FACULTY:

Faculty hired with terminal degrees relative to their field of expertise can be designated tenure-track and would begin progress for seeking tenure through the process described in this handbook. Tenure-track faculty are typically "classically trained scholars" who completed a terminal degree (Ph.D. or other) which focused on research and scholarly work as a professional skill set. The scholarship requirements for tenure-track faculty are elevated relative to others. Walsh University subscribes to the Boyer model of scholarship which is outlined in this handbook as are the scholarship requirements for the tenure-track faculty designation.

TENURED FACULTY :

After completing the appropriate process managed by the Retention, Tenure and Promotion Committee which is faculty led, and following the review and recommendation of the VPAA and the President, a faculty may be recommended for tenure to the Board of Directors. If awarded tenure, a faculty member will enter the post-associate professor/tenure review process as outlined in this handbook.

2.2-e. Faculty Rank Requirements

CLINICAL OR PROFESSIONAL FACULTY

Clinical or Professional Instructor:

A person with a master's degree or equivalent qualifications appointed to a full-time position in the clinical or professional track may be hired with the rank of instructor.

Clinical or Professional Assistant Professor:

If a clinical or professional faculty member presents with documented evidence of experience and appropriate academic/professional/clinical qualifications and is selected by the appropriate search committee as a finalist and is hired, a rank of clinical or professional assistant professor may be assigned at the discretion of the VPAA. Typically, the VPAA would consult with the appropriate school dean.

Clinical or Professional Associate Professor:

If a clinical or professional faculty member presents with documented evidence of experience and appropriate academic/professional/clinical qualifications and is selected by the appropriate search committee as a finalist and is hired, a rank of clinical or professional associate professor

may be assigned at the discretion of the VPAA. Typically, the VPAA would consult with the appropriate school dean and the President.

Clinical or Professional Full Professor:

If a clinical or professional faculty member presents with documented evidence of experience and appropriate academic/professional/clinical qualifications and is selected by the appropriate search committee as a finalist and is hired, a rank of clinical or professional full professor may be assigned at the discretion of the VPAA. Typically, the VPAA would consult with the appropriate school dean and the President. This situation is highly unlikely and not normally allowed.

Tenure-Track Faculty:

Faculty hired with an appropriate terminal academic degree can be assigned to tenure-track and may stand for tenure after meeting or exceeding the standards for tenure outlined in this handbook. A faculty member who is tenure track, with no advanced standing, will typically be eligible for tenure in May of their sixth year of employment at Walsh University, but this may be extended for various reasons (medical leave, pandemic, etc.). Any variation in the tenure track process for an individual faculty member will be discussed with the appropriate school dean and the must be approved by the VPAA and President. The faculty member will have completed professional portfolios and submitted those to division chairs/programs directors/deans typically in years 1, 3 and 6 of the tenure-track process with annual performance reviews on years 2, 4 and 5. Tenure awarded by the Board of Directors means that the faculty member has demonstrated excellence in teaching, scholarship, program assessment, service and mission alignment and has consistently contributed to the Walsh University culture and campus life in positive and productive ways over the tenure-track time frame. A candidate for tenure is a critical thinking professional demonstrating outstanding scholarship contribution and collegiality while challenging all of us to be better. In other words, being awarded tenure means that a faculty member is viewed as a long-term asset to the university academic life, scholarly reputation, public profile and campus culture. Such an award is an honor to both the faculty member and Walsh University.

RANK FOR TENURE-TRACK FACULTY

(includes non-clinical, non-professional, non-tenure track faculty as well)

Assistant Professor:

Tenure-track faculty hired with a terminal degree are typically appointed as assistant professors. Advancement towards tenure normally begins with a faculty member's appointment.

Associate Professor:

If a faculty member presents with documented evidence of appropriate academic qualifications and experience and is selected by the appropriate search committee as a finalist and is hired, a rank of associate professor may be assigned at the discretion of the VPAA with the approval of the President. Tenure would typically not be automatic with the rank assignment. Each case would be evaluated on its own merit by the VPAA and President and will include discussions with appropriate Deans and faculty stakeholders of the RTP committee. Tenure at Walsh University would typically only be considered after the faculty member successfully works at Walsh for at least 2 years.

Full Professor:

If a faculty member presents with documented evidence of significant and appropriate academic qualifications (especially robust scholarship) and experience and is selected by the appropriate search committee as a finalist and is hired, a rank of full professor may be assigned at the discretion of the VPAA, but in consultation with the President and the appropriate school dean and faculty stakeholders of the RTP committee. This situation is highly unlikely and not normally allowed.

2.2-f. Emeritus/Emerita Faculty

Within five years of retirement and no sooner than two years of retirement, a professor with twenty or more years of distinguished service at Walsh University may be nominated for the honorific of Emeritus/Emerita at the rank attained at retirement. Such a nomination is initiated by the appropriate division chair or dean for the program in which the retired professor served. The recommendation must be submitted to the VPAA for recommendation to the President.

The President, after due consideration, may make the recommendation to the Board of Directors. An Emeritus/Emerita faculty member is no longer subject to any further faculty retention, promotion or tenure oversight, but if serving as an active adjunct or visiting faculty member, would engage in student and division teaching reviews. An Emeritus/Emerita faculty member may serve on the Faculty Senate without voting privileges.

2.2-g. Faculty Appointments

Faculty appointments are recommended by the Vice President for Academic Affairs and approved by the President. Typically, faculty hires involve using the process in place by Human Resources (HR) which includes a search committee, proper background check, proper paperwork, interviews and vetting. Following this process, the VPAA will confer with the President and HR and, if all concur, a salary and rank is established. Upon salary, rank and start date agreement, the faculty member is onboarded by HR, and a confirmation of employment notice (COE) is issued. If there are changes to the faculty salary, rank, status, etc. during employment with Walsh University, a confirmation of change (COC) will be issued at that time.

2.2-h. Remote Full-Time Faculty

Some full-time faculty have been hired by Walsh University, live out of state and are fully remote faculty. These faculty teach 100% online (hybrid or asynchronously). All policies regarding promotion and tenure apply equally to remote faculty members. Every effort is made annually to include remote faculty as part of the Walsh campus community and culture with remote technology. Occasionally, remote faculty may come to campus to attend meetings or formal events like commencement.

2.2-i. Changing Faculty Career Tracks

It is uncommon, but on occasion, a faculty member may request to change career tracks. This is not an automatic process. Changing career tracks must be approved by division chairs/program directors, the school dean and the VPAA in consultation with the President. When faculty change career tracks, it potentially impacts the ability of the university to produce scholarship, hire new positions, and manage

faculty workloads. Consequently, any career track changes must be framed in the context of what serves the strategic interest of the university and then the individual faculty member. The President holds reserve power to approve or deny faculty career track changes. The President's decision is final and may not be appealed at that time. A subsequent request may be made no sooner than 24 months after the President's decision.

Changing from Tenure-Track to Non-Tenure Track:

If a faculty member was hired on tenure-track, the expectation is that the faculty member will develop a robust 3-year scholarship plan in year-one and demonstrate significant progress by year-3 at pre-tenure review. If the faculty member applies to change to a non-tenure-track career path to focus more on teaching and less on scholarship, this request has to be made no later than the first day of the Spring 2 term in year three of the portfolio process and is normally disallowed. The faculty member must have a discussion with his/her division chair/program director, dean and VPAA. Depending on the expertise of the faculty member and the personnel needs of given areas, the career track change could be non-tenure (teaching), clinical or professional track. Regardless, the faculty member must have a strong record of excellence in teaching, student advising and campus engagement to even be considered for a career track change. Progress in the RTP process would need to be evaluated relative to the new track as well. The VPAA, in consultation with the President, will make the final recommendations regarding any changes in career tracks. The President holds reserve power to approve or deny faculty career track changes. The President's decision is final and may not be appealed at that time. A subsequent request may be made no sooner than 24 months after the President's decision.

Changing from Non-Tenure Track to Tenure Track:

If a faculty member was hired on non-tenure-track, the expectation was that the faculty member would focus on teaching excellence with other appropriate scholarly and professional development activity. To change to tenure track, the faculty member would also need a terminal degree appropriate to their field of expertise. If the faculty member requests to change to a tenure track career path and puts more focus on scholarship, this request has to be made no later than year three in the portfolio process and is normally disallowed. The faculty member must have a discussion with his/her division chair/program director, dean and the VPAA. Regardless, the faculty member must have a strong 3-year scholarship plan and a record of excellence in scholarship, teaching, student advising and campus engagement to even be considered for a career track change. Progress in the RTP process would need to be evaluated relative to the new track as well. The VPAA, in consultation with the President, will make the final recommendation regarding any changes in career tracks. The President holds reserve power to approve or deny faculty career track changes. The President's decision is final and may not be appealed at that time. A subsequent request may be made no sooner than 24 months after the President's decision.

Changing from Clinical/Professional Non-Tenure Track to Tenure Track:

If a faculty member was hired on Clinical or Professional non-tenure-track, the expectation was that the faculty member would focus on teaching excellence and or clinical expertise with other appropriate scholarly and professional development activity. To change to tenure track, the faculty member would also need a terminal degree appropriate to their field of expertise. If the faculty member requests to change to a tenure track career path and puts more focus on scholarship, this request has to be made no later than year three in the portfolio process. The

faculty member must have a discussion with his/her division chair/program director, dean and the VPAA. Regardless, the faculty member must have a strong record of excellence in scholarship, teaching, student advising and campus engagement to even be considered for a career track change. Progress in the RTP process would need to be evaluated relative to the new track as well. The VPAA, in consultation with the President, will make the final recommendation regarding any changes in career tracks. The President holds reserve power to approve or deny faculty career track changes. The President's decision is final and may not be appealed at that time. A subsequent request may be made no sooner than 24 months after the President's decision.

For any decision regarding faculty career track changes, the first consideration is the common good. In other words, the impact of the change institutionally is the highest consideration priority. If the change enhances the ability of Walsh University to execute its mission, then the change will be given due consideration.

2.2-j. Advanced Standing

Occasionally, because of prior university teaching experience, scholarly work and other considerations, a faculty member may be hired with advanced standing of one to three (1-3) years towards promotion and/or tenure. In such cases, the period of service at Walsh University before becoming eligible for tenure and promotion is reduced by the prescribed number of years. Advanced standing towards promotion is assigned to the faculty member by the VPAA and is written into the faculty member's confirmation of employment and/or confirmation of change. Where qualifications warrant, a faculty member may be hired with the rank of associate professor or professor. In such cases, the timeline for advancement towards tenure is set between the faculty member and the VPAA, with the approval the President, at the time of initial appointment and is written into the faculty member's confirmation of employment (COE).

2.3 Academic Organization and Governance

2.3-a. Introduction

Walsh University operates under a shared governance model, and the academic organization is reviewed annually to ensure accuracy and relevance. Academic organization is reflected in the academic organizational chart which is published from the Office of Academic Affairs in September and January to reflect changes in positions and/or personnel. Faculty governance is a function of Faculty Senate and its committees and leadership. The Faculty Senate reviews its structure and workload annually, changes composition in accordance with its by-laws and operates with regular meetings of both the full senate and its committees. The Faculty Senate Executive leadership meets regularly with the VPAA to further a spirit of collaboration and shared governance to help address issues in academics that are critical to the success of all academic areas. The Faculty Senate and the VPAA make every effort to work in a spirit of mutual respect, collaboration and transparency to serve the common good of the university. Faculty Senate, through its committee structure and leadership, can meet, collect data, deliberate and make recommendations for change to the VPAA and/or President to help advance the mission of the university.

2.3-b. Faculty Senate

In fulfilling its responsibility to Walsh University, the Faculty Senate functions as a representative and deliberative governance body of the faculty and serves as the liaison on matters of faculty interest between the faculty and the Vice President for Academic Affairs, the President of the University, the Board of Directors (by reporting at the Academic Affairs Committee and having a representative at all board meetings), and other University administrative officers. In accordance with authorizing motion 11-07 and the University's commitment to governance as a shared process, the Faculty Senate may consider issues impacting the welfare of the faculty and the University, especially those decisions affecting academic standards and freedom, curriculum, program development and assessment, faculty development among others in academics.

The Faculty Senate includes a specific number of faculty members who are full-time faculty, with or without rank, and with representation from each of the following constituencies: School of Arts, Sciences & Education, the DeVille School of Business and the College of Health Sciences. The number of Senators in any given year can vary based on the total number of full-time faculty at the University and the number of full-time faculty within each School as of September 1 of each academic year. Additionally, four at-large faculty Senators are elected. To ensure open discussion, increase opportunities for leadership, and broaden faculty engagement in governance, those who have evaluative authority over other faculty are not eligible to serve. Those who are ineligible to serve on Faculty Senate include division chairs, program directors, deans, the VPAA and the President. Although not members of Faculty Senate, the Deans, the VPAA and the President attend monthly meetings to give reports and serve as resources to the Faculty Senate. The nominating committee is responsible for ensuring their Faculty Senate nominees are eligible to serve. Three non-voting officers, the Chair, the Vice-Chair, and the Corresponding Secretary, are elected by the faculty as a whole. These officers may come from either ranked or unranked faculty.

The following are standing committees of the Faculty Senate:

Faculty Affairs Committee:

As elected representatives of the faculty, the Faculty Affairs Committee reviews and recommends to the VPAA University policies related to faculty, represents the faculty in the University governance system, and reviews conditions of work and employment for faculty at the University. The Faculty Affairs Committee is a standing committee of the Faculty Senate and is responsible for reviewing and recommending edits to the VPAA regarding the Faculty section of the Employee Handbook.

Faculty Retention, Tenure, and Promotion Committee:

The Faculty Retention, Tenure, and Promotion Committee (RTP) is a standing committee of Faculty Senate. RTP is composed of a chair and co-chair appointed by the Vice President for Academic Affairs. There are six tenured faculty members elected by the tenured faculty, one of whom must be faculty in a graduate program, and two clinical/professional faculty. The committee reviews and evaluates full-time faculty portfolios both as they advance towards and apply for tenure or promotion or both according to the policies and procedures approved by the Board of Directors and set forth in the Faculty section of the Employee Handbook. Recommendations concerning progress toward tenure or promotion are forwarded in writing to the Vice President for Academic Affairs. Recommendations concerning awarding of tenure or promotion are also forwarded in writing to the Vice President for Academic Affairs who then may make a formal recommendation to the President. Promotion decisions by the President are final. For faculty seeking tenure, the final decision is made by the Board of Directors; however, the process is forwarded by the President to the Board of Directors after the President determines his/her recommendation.

Graduate Council:

The Graduate Council is a standing committee of the Faculty Senate. Its purpose is to approve or endorse recommendations from the member graduate programs regarding graduate policies, curricular changes to existing programs, and the development of new graduate offerings. Proposals are then presented to the Faculty Senate for approval. The committee, in conjunction with the Office of Academic Affairs, also identifies and reviews financial implications for the University of the proposals under consideration. The committee consults, as necessary, with other members of the University regarding proposals impacting graduate education at Walsh University by inviting these members to present and discuss these proposals at committee meetings.

Instruction and Academic Policy Committee (IAP):

The Instruction and Academic Policy Committee considers proposals for new majors, minors, certificates or other changes in academics (or revisions/additions to existing programs) and, after deliberation and voting, presents them to the Faculty Senate for consideration and vote. Proposals that may come before IAP need to be discussed with the VPAA first, to ensure that strategic, financial and human resource issues are properly addressed prior to committee submission. The IAP committee members also consult with other members of the University regarding their proposals and invite needed guests to present and discuss proposals at monthly committee meetings.

The IAP committee consists of the Registrar, the Director of Professional Advising, the Director of Undergraduate Admissions, one representative from the Library, eight faculty from undergraduate programs elected with at least one faculty member from each school (School of Arts, Sciences & Education, the DeVille School of Business and the College of Health Sciences), two undergraduate students and the Vice President for Academic Affairs or designated representative. The eight faculty members from undergraduate programs are elected under procedures stipulated by the Selection Committee. The role of the Vice President for Academic Affairs or designated representative is to be a resource to the committee and oversee committee meetings to ensure adherence to University policies and guidelines. The Vice President for Academic Affairs or designated representative is a non-voting member. Undergraduate student representatives are appointed by the Walsh University Student Government. The IAP committee elects its chair each year.

Library Committee:

The Library Committee considers faculty, student, staff, and alumni interests regarding the library; provides evaluation and brings ideas for service improvement to the attention of the library; assists in policy formation and interpretation; serves an advisory capacity for decision-making; and, after a patron has first consulted a librarian, serve as appeal board for penalties, fines, and objections to policy. The committee consists of the Library Director, two staff librarians, four faculty members and two students (one graduate and one undergraduate).

Selection Committee:

As elected representatives of the faculty, the Selection Committee oversees the selection and election process of University committees, officers, and at-large members of the Faculty Senate. The committee issues a call for nominations by February 15, issues a ballot by March 15, and completes elections by April 1, of any given year for the following year. The Selection Committee may also hold Special Elections throughout the year to fill committee vacancies. The Selection Committee is a subcommittee of the Faculty Affairs Committee.

Technology Committee:

The Technology Committee considers issues related to technology in academics. This can include research and subsequent recommendations for new technologies that may improve the ability for faculty and staff in academics to serve students and improve operations. The Technology Committee membership consists of seven elected voting members from faculty with no more than two from the same division. Appointed leadership from the IT area or a designee from IT is a non-voting member of the Technology Committee.

Faculty Development Committee:

The Faculty Development Committee is a standing committee of the Faculty Senate and reports its activities monthly to the Faculty Senate. As elected representatives of the faculty, the Faculty Development Committee is charged with working collaboratively with CAPE to suggest faculty development activities, seminars and events.

2.3-c. Expeditious Process for Extraordinary Approval

Under extenuating circumstances, the President and VPAA may need to move an academic program through an expeditious approval process. The President and/or VPAA will explain the necessity for the expedited process to the Faculty Senate. Faculty Senate will solicit members of the Senate to read the

proposal, deliberate in person, by Zoom or email and then vote. The Faculty Senate Chair may solicit other members of campus to finalize deliberations of the proposal. The final Faculty Senate recommendation is made to the VPAA who will consider and discuss with the President.

2.4 Academic Employment Policies

2.4-a. Academic Freedom

Walsh University endorses the following statement on academic freedom:

Academic freedom is essential to teaching and pursuing scholarly activities within an academic community. Such freedom requires free inquiry, free expression, intellectual honesty, respect for the academic rights of others, and openness to change. The rights and responsibilities exercised within the academic community must be compatible with these requirements. All members of the Walsh University faculty, in common with all other members of the academic community, share the responsibility for maintaining a professional atmosphere. Consequently, faculty members have the freedom in the classroom to teach in their area of expertise, presenting current evidence-based knowledge. However, when content in a given area of expertise conflicts with Catholic teachings, the faculty member is also expected to present an accurate Catholic view as well to provide intellectual balance.

In a Catholic institution, students should have the opportunity to understand how the Catholic worldview compares to secular perspectives. The mission of Walsh University intends to provide a Catholic, liberal arts education that encompasses a global perspective and promotes critical thinking. While this places no obligation on faculty members with regard to their personal beliefs or religious practices, it does require faculty members to respect Catholic beliefs and practices. Although faculty members are entitled to freedom in the classroom in discussing their subject and exposing students to diverse points of view, they are expected to refrain from promoting doctrines opposed to the Catholic faith or those inimical to the aims and purposes of the University as a Catholic institution committed to upholding Christian faith and morality. The very nature of religious belief requires free, uncoerced consent, just as the nature of the University requires respect for evidence, for investigation, for reason, and for enlightened assent.

Faculty members are expected to refrain from imposing their personal religious beliefs and practices as we teach students “how to think” rather than “what to think”. However, faculty members, in accordance with the University’s mission statement, have the opportunity, where appropriate, to enhance their personal, professional, and cultural development, exploring not only ideas and values based on the Catholic tradition but also ideas and values based on other global/international traditions.

Faculty members have freedom to pursue research topics and to publish results. Walsh University faculty members are expected to submit a three-year scholarship plan to be considered for approval by division chairs, program directors, Deans and the VPAA. The scholarship plan of every faculty member will be reviewed annually as part of the annual faculty performance review process. Research projects are expected to align with the University Mission and the University’s overall Research Agenda, which is to contribute to the common good through thoughtful and interdisciplinary exploration of Faith and Reason. If scholarly work done by a Walsh Faculty member will result in pecuniary gain, then the project needs to be approved by the school Dean and the VPAA to examine the intellectual property (IP) considerations based on the (IP) policies of the University.

2.4-b. Academic Integrity Policy

Policy Statement:

Academic integrity lies at the heart of student-teacher relationships involving learning, free inquiry, and the search for knowledge and truth. Inspired by the spirit of the Judeo-Christian tradition stated in the

University's mission statement, Walsh University requires all faculty and students to act honestly, morally, and ethically in the maintenance of professional standards for learning, research, writing, and assessment. To maintain the academic integrity of the University, students are responsible for their own academic work. Academic dishonesty is not acceptable.

Use of Generative Artificial Intelligence Tools in Academics:

With the advent of ChatGPT in fall 2022, the world was introduced to generative artificial intelligence (gen AI) as a means to manage data, write manuscripts, summarize large data sets, create images, and many other applications. As a result, the entire landscape of higher education (and really all education) has been altered forever. Walsh University views gen AI as a powerful tool that everyone on our campus must learn to understand and leverage ethically and competently. There are over 500 gen AI tools on the market with about 10-20 dominating. Most of CAV Nation is likely aware of ChatGPT, Gemini, Meta, Perplexity, DALL-E3, Scholarcy and others, but there are many more and others are coming daily. The gen AI landscape is changing and upgrading constantly with an eye toward Agentic AI systems which function with a great deal of autonomy. Currently, Walsh University is formulating policies to manage gen AI use cross-enterprise. For now, it is recommended that faculty leverage the **numerous free gen AI tools** personally, professionally and in the classroom (F2F or remote) as much as possible to gain expertise and to help our students learn to ethically leverage these powerful tools. Currently, faculty may choose how you wish to allow gen AI use in your classroom until the university develops more complete policies. If any questions arise, please contact the Office of Academic Affairs for guidance. Given the pace of change in the AI world, this section of the Faculty section of the Employee Handbook, especially, will be reviewed annually for any needed upgrades.

Penalties and Sanctions:

Violations of academic integrity and appropriate penalties vary in severity and range from failure of a specific test or assignment, reduced course grade, failure of the course, probation, suspension, to expulsion from the University. The faculty member has the primary responsibility in determining the severity of the impact on a student's grades in a course. In cases where the faculty member believes the severity of the offense warrants academic probation, suspension, or dismissal, such a recommendation should proceed through the division chair or school dean to the Associate Vice President for Academic Administration for review. It is the faculty member's responsibility to provide all documentation and supporting materials related to academic integrity violation.

Procedures for Handling Alleged Violations:

If a faculty member discovers or has reason to believe that the student has committed an academic integrity violation, the faculty member checks the academic integrity repository for prior offenses and communicates in writing to the student the nature of the allegation, the information collected and requests their response in writing. The faculty member determines the violation, the student's grade, and the penalty imposed after considering the student response. If the student concurs with the decision, the faculty member notifies the division chair/ dean, in writing, of the decision and the penalty and includes any supporting materials and documentation related to the decision. The chair will send a copy of the report to the Associate Vice President for Academic Administration, Office of Academic Affairs for inclusion in the academic integrity repository file. If the student maintains that the allegation is in error, or the decision was unfair, they may submit a written appeal of the findings or the penalty or both to the division chair/ dean within ten working days.

Academic Integrity Appeal Process:

Within five workdays of receiving the written appeal, the division chair, program director or dean arranges a hearing with the faculty member and the student(s) involved. At the hearing, the faculty member presents the documentation and supporting information related to the charge against the student. The student has the opportunity to challenge the charges and present any evidence refuting the charge. After the hearing, the division chair, program director or dean either dismisses the charge or confirms the faculty member's decision. The Dean retains the prerogative to adjust the sanctions as he/she sees fit. If needed, the VPAA/**Dean** may involve legal counsel at any point in the process to protect the institution and ensure proper steps during assessment and resolution. **The decision of the Dean is final.**

Definitions

- **Academic Dishonesty** is the fabrication or misrepresentation of work, either intentional or unintentional, which includes, but is not limited to, plagiarism, cheating, forgery, sabotage, bribery, and the multi-submission of work.
- **Academic Integrity Repository** is a confidential file of violations of student academic integrity kept in the Office of Academic Affairs. Faculty may request confirmation of prior student offenses.
- **Bribery** means offering any service or article with the purpose or effect of receiving a grade or other academic benefit not earned on the merits of academic work.
- **Cheating** is using, or attempting to use, unacknowledged or unauthorized materials, information, data, or ideas. In addition to plagiarism, looking at another student's materials or using unauthorized external aids of any sort during an exam or completion of assignments is also cheating.
- **Forgery** is the fabricating, altering or counterfeiting of images, documents, or signatures on any information, data, or documents.
- **Plagiarism** is the representation of the works, ideas, data, or arguments of others as one's own. Whether quoting, paraphrasing, or reiterating others' ideas, students are responsible for documenting any materials taken from other sources. This means that students identify the source through footnotes, quotation marks, and other forms of documentation. Sources include books, magazines, newspapers, electronic media, private letters, interviews, or another individuals' work. Additionally, a classroom paper must not be merely a series of phrases, sentences, or paragraphs copied from a source or sources.
- **Multi-Submission of Work or Self Plagiarism** means classroom paper of any type must be the work of the student submitting it. Students should normally submit credit work for only one course unless the instructor(s) grants prior written consent for submission to meet requirements for any other course.
- **Sabotage** means deliberately impairing, destroying, damaging, or stealing another's work or working materials such as lab experiments, library resources, computer programs, term papers, exams, or projects.

2.4-c. Campus Speakers

Walsh University provides a Catholic, liberal arts education that encompasses a global perspective and promotes critical thinking. Walsh University believes that a free and open forum for the exchange of ideas and opinions is essential in our pluralistic society and that every member of an educational

enterprise bear responsibility for this freedom. Speakers and programs are attuned with the goals of the University when they provide an open forum for the exchange of ideas. If a proposed speaker were to present opinions that contradict the teachings of the Catholic Church, then those ideas must be presented in a debate or in a forum where the Catholic perspective will also be presented. Sponsoring individuals/organizations and the approved speaker are required to respect Catholic beliefs and practices; they are expected to refrain from promoting doctrines opposed to essentials of the Catholic faith or contrary to the upholding of Christian faith, morality and Truth.

Speaker invitations may come from a member of the faculty, a member of the administration, or recognized groups on campus after completing the University process and with the approval of the President. Members of the University community who have special competence are especially encouraged to contribute to such discussions. Arrangements for the presence of speakers on campus by faculty and by any non-academic staff must be pre-approved and are requested through the Office of Academic Affairs (approval for speakers sponsored by student organizations routes through the Office of Student Affairs) to ensure open and balanced examination of issues. The President is the final approval authority for all speakers, and the appropriate Vice President must make the recommendation to the President for approval.

2.4-d. Other Employment Policy

See section 1.3-f. for specifics on this policy, which applies to all employees, including faculty. In short, a faculty member who is either being paid in a consulting role outside of Walsh or is accepting pay for any part-time work outside of Walsh, must have the permission of the VPAA to do so. Working in such roles without VPAA permission is grounds for employment termination at Walsh University. Full-time employment in addition to employment at Walsh University is not acceptable and is grounds for termination of employment at Walsh University.

2.4-e. Termination of Non-Tenured Faculty (Except Adjuncts)

Notice of non-reappointment, or the intention not to recommend reappointment, is given to faculty in writing in accordance with the following standards:

- No later than the start of Spring 2 of the first academic year of service
- No later than the end of Fall 2 of the second academic year of service
- After the 2nd year of service, faculty must be notified by March 1 and may be offered a terminal confirmation of change (COC) for one additional academic year only if the faculty member is in good standing and the university is financially able to retain the employee
- No later than the start of Spring 2 for those with visiting faculty status, unless otherwise specified on the faculty member's confirmation of employment (COE) or confirmation of change (COC).
- However, any employee, including non-tenured and tenured faculty, may be terminated immediately for a serious breach of the Code of Ethical Conduct.

2.4-f. Faculty Scholarship and Development Support

Walsh University faculty are urged to become active members of learned and professional societies. Membership fees for these organizations (American Chemical Society, American Sociological Association, American Management Association, etc.) are the responsibility of the individual faculty member. In

addition, faculty are expected to attend meetings of appropriate professional organizations to stay current in their field and to network with other academic and industry professionals. Faculty are expected to regularly present their scholarship (publications, posters, session addresses, plenary addresses, etc.) at such meetings in alignment with submitted scholarship plans. Requests for Faculty Development funds must be made in writing to the VPAA for consideration. The VPAA has reserve authority to accept or reject any application for funding. This fund, which is subject to budget approval, serves full-time faculty that request reimbursement of expenses within established limits for:

- Participation at conventions, meetings, or workshops pertinent to their professional academic development
- Expenses incurred related to the preparation of material for publication or presentation at academic conferences

The faculty scholarship/development fund does not reimburse tuition expenses or faculty presentations at undergraduate conferences.

Notes for Faculty members to simplify the application process:

- Be sure to scan all receipts into one PDF for submission.
- Make sure all data on application forms is legible and correct.
- When in doubt, contact the VPAA directly.

Each application for funding must be reviewed by the VPAA prior to any commitment of spending as the university is not responsible for pre-approval spent dollars by faculty. Faculty may be eligible to receive reimbursement funding as approved by the VPAA. Multiple applications for funding could be approved. The availability of funds is subject to university budget decisions annually. Every effort will be made to provide such support, but from year to year, the support may or may not be available. The VPAA has discretion in this area to adjust funding when a project may have exceptional positive impact on the university reputation or faculty work could result in external funding due to the outstanding nature of the work.

2.4-g. Gifts and Grants

Academic Research Grants:

A Faculty member considering applying for a research grant must first have a discussion with their Chair, Director and/or Dean. If approved to continue, the Faculty member should go to <https://portal.walsh.edu/resources/grants-sponsored-research/>. This link goes to the Grants and Research page on MyWalsh. All policies, documents and details regarding grant applications and grant management are presented there. The Associate Dean of Research (ADR) will assist faculty as they prepare and submit grant proposals and manage their grant awards.

However, it is not the role of the ADR to come up with ideas for grants, write grants or review and edit grants. These are faculty responsibilities. However, the ADR may assist in some cases, can help formulate and finalize budget development for grants and provide feedback for IRB questions.

Foundation Funds and Gifts:

Foundation funds or gifts can only be solicited with the approval of the Vice President of Philanthropy. All gift and grant funds obtained from foundations are processed through the Office of Philanthropy.

Faculty are expected to research and pursue potential foundation and private funding opportunities with the Office of Philanthropy if those opportunities align with their project goals and outcomes.

2.4-h. Intellectual Property Policy

Preamble:

The Intellectual Property policy exists to encourage research and innovation, clarify ownership of Intellectual Property rights, create opportunities for public use of innovations developed at Walsh University and provide for the equitable distribution of monetary and other benefits derived from Intellectual Property.

Application:

This policy applies to all faculty, administration, staff, students, and any other persons employed by Walsh University or receiving funding from the university. This policy applies to Intellectual Property created or first disclosed to the university after the effective date of the policy.

Definitions:

- **Creator** means any individual or group of individuals who invented, authored, or were otherwise responsible for the actual creation of the Intellectual Property as defined in this policy.
- **Intellectual Property** means any invention, discovery, improvement, copyrightable work, integrated circuit mask work, trademark, trade secret, and licensable know-how and related rights. Intellectual Property includes, but is not limited to, individual or multimedia works of art or music, records of confidential information generated or maintained by Walsh University, data, texts, instructional materials, tests, bibliographies, research findings, organisms, cells, viruses, DNA sequences, other biological materials, probes, crystallographic coordinates, plant lines, chemical compounds, and theses. Intellectual Property may exist in a tangible or electronic form, may be raw or derived, and may be in the form of text, multimedia, computer programs, spreadsheets, formatted fields in records or forms within files, databases, graphics, digital images, video and audio recordings, live video or audio broadcasts, performances, two or three-dimensional works of art, musical compositions, executions of processes, film, film strips, slides, charts, transparencies, and other visual/aural aids or CD-ROMs.
- **Net Income** means the gross monetary payments the university receives as a result of transferring rights in the Intellectual Property less the university's expenses (including legal fees) directly attributable to protecting, developing, marketing, or transferring that Intellectual Property.
- **Regular Academic Work Product** means any copyrightable work product which is a work of authorship, an artistic creation, or which constitutes, or is intended to disseminate the results of, academic research or scholarly study. Regular academic work product includes, but is not limited to, books, class notes, theses and dissertations, course materials designed for the web, distance education and other technology-oriented educational materials, articles, poems, musical works, dramatic works, pantomimes and choreographic works, pictorial, graphic and sculptural works, or other works of artistic imagination. Software specifically needed to support a regular academic work product, or which is designed to disseminate the results of academic research and scholarly study, is also considered a regular academic work product.
- **Employee** means a person employed or otherwise compensated by the university, including faculty members, administrators, staff members, and students.

- **Specially Commissioned Work** means a work specially ordered or commissioned and which the university and the Creator expressly agree in a written instrument signed by them shall be considered as such.

University Ownership:

Subject to the exceptions identified in subdivisions A, B, C and D of this section, the University shall be the sole owner of all Intellectual Property created through the use of University resources or facilities, supported directly or indirectly by funds administered by the University, developed within the scope of employment by Creators, agreed in writing to be a specially commissioned work, or assigned in writing to the University. All rights to the Intellectual Property are automatically conveyed to the University by reason of this Policy and the Creators, whether staff, students, or faculty, are obligated to execute any documents necessary to reflect such conveyance and affect assignment of all rights to Intellectual Property to the University and to participate as necessary and appropriate in the acquisition and protection of proprietary rights to the Intellectual Property as determined by the University.

Exceptions to University Ownership:

The University shall have no ownership rights in the following Intellectual Property, which shall be owned by its Creator:

- Regular academic work products, provided that the regular academic work product was not assigned in writing to the University or specifically ordered or commissioned and designated in writing by the Creator and University as a specially commissioned work, and that the work was done by the Creator on his or her own time and involved no more than incidental use of University facilities.
- Intellectual Property created by a student solely for the purpose of satisfying course requirements unless the student assigns ownership rights in the Intellectual Property to the University in writing or assignment of such ownership rights to the University is made a condition for participation in a course.
- If the Intellectual Property referred to in (A) or (B), however, is a derivative of or otherwise uses pre-existing University-owned Intellectual Property, or Intellectual Property of third-parties managed by or otherwise brought into the institution by the University, this provision shall not prevent the University from asserting its pre-existing rights.
- Intellectual Property created by students solely to satisfy standard course requirements or through independent use of generally available University resources – such as the Library, classrooms, computer labs, or the Garage - will remain the property of the student or belong to the University as is, consistent with the other sections of this Policy.

However, Intellectual Property created by students through participation in the Center for Scientific Excellence, University incubators, entrepreneurship initiatives, workforce development programs, or other such programs involving significant use of University resources, external sponsorship, and/or third-party Intellectual Property managed by the University, shall be governed as follows:

- If the project involves University-owned or University-managed Intellectual Property, ownership shall remain with the University, and students shall be treated as Creators under this Policy with respect to revenue sharing.
- If the project involves external sponsorship, federal or state funding, or third-party Intellectual Property (including through inter-institutional agreements with collaborators such as federal

agencies or partner universities), ownership will be determined in accordance with the governing agreements and applicable law.

- If the project is a student-initiated venture that receives University contributions beyond ordinary access to facilities such as the library, classrooms, computer labs or the Garage – including but not limited to University funding, specialized staff support, access to external partnerships, or use of Intellectual Property managed by the University – the University may require assignment of ownership rights to the University as a condition of participation. In such cases, the student shall be treated as a Creator for purposes of revenue sharing.

For Intellectual Property created in the course of or pursuant to sponsored research, sponsored service or work-for-hire agreements, external sales, business affiliation programs, inter-institutional agreements, or other contractual arrangements with external (non-University) parties, ownership will be determined in accordance with the terms of the University's agreement with the external party and applicable law.

Outside consulting and service activities are subject to the University's Conflict of Interest policies. Any Intellectual Property arising from such activities will be governed by the terms of the applicable University approval or agreement.

Special Privilege:

When requested, special privilege may be granted to the Creator of course materials for the online program to use those course materials when personally teaching for another institution.

Rights to Publish:

Nothing in this policy shall be construed as affecting the rights of a Creator to publish, except that the Creator must agree to observe a brief period of delay in publication or external dissemination if the University so requests and such a delay is necessary to permit the University to secure protections for Intellectual Property disclosed to it by the Creator.

Use of Teaching Materials:

In order to facilitate joint work on teaching materials and support collaborative teaching, and notwithstanding the ownership rights otherwise granted by this policy, individuals who contribute teaching materials used in jointly developed and taught University courses thereby grant a nonexclusive, non-transferable license to the University to permit other contributors to the course to continue using those jointly produced teaching materials in University courses.

Distribution of Cumulative Net Income:

Intellectual Property Derived from Academic Research or Scholarly Study:

Unless otherwise agreed in writing by the University and Creator, in the event that the University receives income from Intellectual Property that is derived from academic research or scholarly study, that is disclosed to and licensed or otherwise transferred by the University, and that is not agreed in writing to be a Specially Commissioned Work, any Net Income will be distributed in accordance with Table 1 below.

Table 1 - Distribution of Cumulative Net Income

Cumulative Net Income (after Cost Recovery)	Administrative fee	Creator Share	School/Center Share	Technology Transfer Share
Up to \$20,000	0%	75%	0%	25%
Over \$20,000 and up to \$100,000	0%	50%	25%	25%
Over \$100,000	15%	50%	25%	25%

*When Cumulative Net Income exceeds \$100,000, a fifteen percent (15%) administrative charge to defray the expenses of general operation and services of the Technology Transfer Office shall be deducted and the remainder shall be divided equally between the University and the Creator(s). Unless otherwise agreed in writing, the University's share of Cumulative Net Income shall be divided equally between the School/Center of the Creator(s) and the Technology Transfer Office.

Equity Consideration:

In certain circumstances, the University may accept equity, in lieu of or in addition to monetary consideration, as part of the transfer or licensing of Intellectual Property or in recognition of the University's role in facilitating company formation.

A. Equity Related to University Intellectual Property:

Where equity is received by the University in connection with licensing or other commercialization of Intellectual Property owned by the University, such equity shall be treated in the same manner as Net Income under this Policy. Upon the University's disposition of such equity, the proceeds shall be distributed in accordance with the revenue distribution provisions of this Policy.

B. Equity in Companies Not Based on University Intellectual Property:

The University may also accept equity in a company where no University-owned Intellectual Property is directly licensed, including but not limited to cases involving inter-institutional agreements, collaborations, or commercialization support provided through University programs. In such cases, the equity shall be held by the University and managed at its discretion, with any realized proceeds dedicated to supporting the University's research, innovation, and commercialization activities.

C. Faculty and Staff Equity Participation:

Faculty, staff, and students who receive founder or personal equity in companies that license or otherwise commercialize University Intellectual Property, or that are formed with significant University support, must disclose such holdings in accordance with the University's Conflict of Interest and Conflict of Commitment policies. The University may require a conflict management plan as a condition of participation.

D. Management of Equity:

Equity received by the University will be held in the University's name and administered by the Office of Finance in consultation with the Office of Technology Transfer. The University does not

act as a fiduciary for any individual with respect to such equity. Decisions regarding the timing and manner of any sale or other disposition of Equity shall rest solely with the University.

Other Intellectual Property:

If the University receives income from Intellectual Property disclosed to and licensed or otherwise transferred by the University and not covered by the above, it may be appropriate to share some portion of the Net Income with the Creator in the form of a bonus or other temporary salary supplement. Any such distribution will be made at the discretion of the President in consultation with the Creator's supervisor.

At its sole discretion, the University may release rights in Intellectual Property back to the Creator(s) if it determines not to pursue commercialization, subject to terms and conditions deemed appropriate by the University. Creators may request such a release in writing, and the University will review and respond in a timely manner. Any release may include provisions to protect the University's interests, such as a non-exclusive license for internal research or an agreement to share in future revenues.

University Responsibilities:

The University shall have the responsibility to:

- Provide oversight of Intellectual Property management and technology transfer
- Establish effective procedures for licensing and patenting Intellectual Property
- Promote effective distribution and marketing of Intellectual Property
- Protect the University's Intellectual Property
- Inform individuals covered by the Intellectual Property policy about its provisions

Responsibilities of Employees and Other Covered Individuals:

Employees, all persons receiving funding administered by the university or receiving other compensation from the university, and all graduate students and post-doctoral fellows regardless of funding or employment status, have a responsibility to:

- Adhere to the principles embodied in this policy
- Sign, when so requested by the University, the University's Intellectual Property policy acknowledgment
- Create, retain, and use Intellectual Property according to the applicable local, state, federal, and international laws and University policies
- Disclose promptly in writing Intellectual Property owned or potentially owned by the University pursuant to this policy or created pursuant to sponsored research or other contractual arrangements with external parties that are governed by "Exceptions to University Ownership" point (B), and assign title to such Intellectual Property to the University or its designee to enable the University to satisfy the terms of any applicable funding or contractual arrangement and cooperate with the University in securing and protecting the University's Intellectual Property, including cooperation in obtaining patent, copyright, or other suitable protection for such Intellectual Property and in legal actions taken in response to infringement

Conflicts of Interest:

All activities conducted under this Intellectual Property Policy are subject to the University's Conflict of Interest policy as set forth in the Employee Handbook and Faculty section. Creators must disclose and manage outside activities, financial interests, or commitments, including consulting agreements and equity holdings in start-up companies, in accordance with those policies and any applicable federal or

state regulations. Commercialization arrangements will not be approved unless any identified conflicts are disclosed and an appropriate management plan is in place.

Grievance and Appeals:

Disputes concerning ownership of Intellectual Property, the distribution of Net Income or Equity, or other matters arising under this Policy shall be referred first to the Office of Technology Transfer for resolution. If the matter is not resolved, the Creator may submit a written appeal to the Vice President for Academic Affairs. The decision of the Vice President for Academic Affairs shall be final.

Compliance:

Failure to comply with the provisions of this policy is a violation and may result in discipline of an employee in accordance with applicable University policies and procedures.

2.4-i. Research Misconduct Policy

Walsh University requires the highest ethical standards of its faculty and staff participating in research. In order to comply with federal policies, the University must establish both appropriate safeguards to discourage research misconduct and procedures for when research misconduct is suspected.

Policy:

While 42 CFR Part 93 applies to all individuals engaged or planning to be engaged in Public Health Service (PHS) (Department of Health and Human Services) research, Walsh University applies this policy to all individuals engaged in research at the University regardless of funding source.

Definitions:

- **Research misconduct** means fabrication, falsification, or plagiarism in proposing, performing, or in reporting research results.
- **Fabrication** is making up data or results and recording or reporting them.
- **Falsification** is manipulating research materials, equipment, or processes, or changing or omitting data or results such that the research is not accurately represented in the research record.
- **Plagiarism** is the appropriation of another person's ideas, processes, results, or words without giving appropriate credit.
- **Self-Plagiarism** is the appropriation of another person's ideas, processes, results, or words without giving appropriate credit.

Research misconduct does not include honest error or differences of opinion. (§ 93.103, 42 CFR Part 93).

Walsh University's research misconduct policy is extended to also include failure to comply with the requirements for protection of human subjects including IRB approvals.

A lead researcher may be liable for the research misconduct of individuals or peers who serve as collaborators or subcontractors on a research project. Liability applies if the researcher had actual knowledge of other individual's improper conduct or if the researcher showed reckless disregard in not discovering improper conduct. This includes that she or he foresaw improper conduct that could result in

research misconduct and has chosen to allow the individual to proceed or she or he was in a position to foresee, recognize or have knowledge of individual's improper conduct but did not due to inadequate supervision.

Requirements for Making a Finding of Research Misconduct:

In order to make a finding of research misconduct, three elements are required: there must be a significant departure from accepted practices of the relevant research community; the misconduct must be committed intentionally, knowingly, or recklessly; and the allegation must be proven by a preponderance of the evidence (§ 93.104, 42 CFR Part 93).

Time Limitation:

The regulation imposes a 6-year time limitation for occurrences of research misconduct to be brought to the attention of the University or the Department of Health and Human Services (DHHS), (§ 93.105, 42 CFR Part 93).

Responsibilities and Rights in Reporting Research Misconduct:

Reporting in Good-Faith:

Individuals who have a good-faith basis for believing that research misconduct has occurred, or is occurring, shall immediately notify the institutional official. Individuals are strongly encouraged to meet confidentially with the dean or division chair of their school if they are unsure certain actions warrant an allegation of misconduct. The dean or division chair may, in his or her discretion, forward an anonymous allegation to the institutional official. If an individual or dean believes there is a conflict of interest with either the dean or the institutional official, that individual or dean shall notify the Vice President for Academic Affairs of the possibility of research misconduct.

No sanctions will be imposed against a complainant who makes an allegation in good faith, regardless of the sustained outcome of the allegation.

Reporting Reckless Allegations (Bad Faith):

Allegations of research misconduct have potentially serious consequences. Walsh University promotes that the Walsh University community will exercise good and honest judgment when coming forward with allegations of misconduct and takes false or reckless allegations seriously. A complainant who knowingly makes a malicious or false allegation of research misconduct may be subject to sanctions available and pursuant to regulations to laws and regulations and Walsh University policies. These sanctions could include permanent removal from the University community.

Responsibility to Cooperate:

All personnel of the Walsh University community within the scope of this policy, including complainants, witnesses, and respondents, have the responsibility to cooperate with the institutional official, investigation or inquiry committee, the Vice President for Academic Affairs, any other official performing their duties under this policy, and with any relevant authority of an external agency who exercises legitimate oversight of misconduct of research policy.

Right to Confidentiality:

To the extent required and possible by law, Walsh University will use its best efforts, to keep confidential all proceedings under this policy, and to keep confidential the identities of all individuals involved in any proceedings that may take place. Unless legally required to do so, Walsh University will not disclose any

identifying information to anyone other than those individuals who are on a need-to-know basis for enforcing this policy.

In order to ensure this right of confidentiality, the institutional official may redact research records, written statements of allegations, inquiry/investigative reports, final dispositions, and any evidentiary material as necessary prior to dissemination. Furthermore, to the extent that proceedings under this policy might affect the confidentiality and privacy rights of human research participants, the institutional official shall consult with the Institutional Review Board to ensure that those rights are sufficiently protected. When credible information shows that there may be violations of other Walsh University policies, the appropriate individuals will be notified. Additionally, if at any time there is reasonable indication there is a violation of civil or criminal laws, the Office of the General Counsel will be notified immediately.

Right to Competent and Unbiased Proceedings:

Aligned with our Mission and our commitment to ethical standards for scholarly endeavors, Walsh University will undertake reasonable and practical efforts to ensure competent, unbiased, and impartial proceedings. For such proceedings, an institutional official (VPAA or designee) will screen investigative committee members for potentially unresolved conflicts of interest, and to the extent practicable, will disqualify any person with such conflict. If needed, the institutional official (VPAA or designee) may appoint a new member with pertinent expertise for the purpose of the applicable proceedings. The final approval for the committee membership will be the responsibility of the VPAA.

Right for Protection and Restoration of Reputation:

Walsh University will take reasonable and practical steps to appropriately restore and protect the reputation of the person against whom the allegation was made and no findings of misconduct were sustained and the complainant, witness, or other person executing his or her responsibility under this policy.

Research Misconduct Process:

A. Step 1: Reporting an Allegation

All employees of the University are responsible for reporting observed or suspected research misconduct. Misconduct allegations should be reported to the Associate Dean of Research (ADR). The allegation should be as detailed as possible explaining what was observed or suspected. The ADR will immediately inform the VPAA of such an allegation.

B. Step 2: Inquiry

The VPAA will appoint one to two people to conduct the initial institutional inquiry. At the start of the inquiry, the respondent will be notified, and information/materials will be sequestered as necessary to protect the investigation's integrity. The inquiry must be completed within 60 calendar days unless circumstances clearly warrant a longer period, the record must document why the longer period is needed.

The purpose of the inquiry is to determine if the allegation warrants an investigation. An investigation is warranted if: the allegation(s) of misconduct involve federally supported biomedical or behavioral research, training or activities related to research or research training, and the

preliminary fact-finding shows the allegation may have substance. A report will be prepared that describes the evidence that was reviewed, details any interviews that were conducted, and includes the final results of the inquiry. The institution must provide the respondent with a copy of the inquiry report and allow her/him the opportunity to review and comment. The complainant may (it is not required) be notified of the inquiry results and have a chance to comment.

If an investigation is warranted, the University will follow the appropriate sponsor guidelines for reporting potential misconduct. At any time within the research misconduct inquiry and investigation proceedings, the University shall take appropriate actions to protect public health and the integrity of the research process. Actions may include, but are not limited to: supervision of research, delay in publication of research results, auditing of records, notification to other institutions that may be impacted by the allegation of research misconduct, or adoption of additional approvals relating to research actions.

C. Step 3: Institutional Investigation

The investigation must begin within 30 calendar days of an inquiry that determines that an investigation is warranted. To the extent that it has not already been done at the inquiry stage, all reasonable and practical steps must be taken to obtain custody of all research records and evidence needed to conduct the research misconduct investigation. The respondent must be notified in writing of the decision to investigate before the investigation starts.

The VPAA or a designee will appoint an investigation committee. The investigation committee is required to complete its investigation and report its findings within 120 days. If an extension is necessary, the investigation committee must seek permission based upon the sponsoring agency's guidelines.

The investigation must be thorough, sufficiently documented, and include examining all research records and evidence relevant to the case. The committee will diligently pursue all significant issues and leads in the investigation which could include other instances of research misconduct. Reasonable steps must be taken to ensure that the investigation committee is impartial and unbiased to the maximum extent possible. Interviews shall be conducted with each complainant, respondent, and any other individuals that have information relevant to the investigation including witnesses identified by the respondent. Interviews must be recorded or transcribed and kept of record with the investigation.

Once complete, the University must provide the respondent with a copy of the draft investigation report along with access to any evidence collected. The respondent has up to 30 days to make any comments on the report. The complainant may (it is not required) be provided with a draft copy of the investigation and be allowed up to 30 days to comment on the report after the VPAA reviews the draft document.

The final investigation report to the VPAA and the Sponsor must be in writing and include:

- A description of the allegations of research misconduct
- Describe and document the sponsor including any grant numbers, grant applications, contracts, and publications limiting the sponsor

- Describe the specific allegations of research misconduct for consideration in the investigation
- Include the University's policies and procedures under which the investigation was conducted
- Identify and summarize any research records and evidence reviewed, and identify any evidence taken that was not reviewed

For each separate allegation of research misconduct identified during the investigation, provide a finding as to whether research misconduct did or did not occur. If research misconduct is found:

- Identify if the research misconduct was falsification, fabrication or plagiarism and if it was intentional, knowingly or in reckless disregard
- Summarize the facts and analysis that were utilized to arrive at the decision and consider any explanation provided by the respondent
- Identify the sponsor of the research
- Identify if any publications need corrected or retracted
- Identify the person(s) responsible for the research misconduct
- List any current or known applications or proposals for support that the respondent(s) has pending with sponsors
- Include and consider any comments made by the respondent or complainant on the draft investigation report

Research Misconduct Actions:

The University will comply with all sponsor guidelines to carry out any administrative actions that are imposed by the VPAA as a result of a final finding of research misconduct.

If a respondent is found to have committed research misconduct, the administrative actions taken may include, but are not limited to:

- Limitations on further research activities
- Removal from service on advisory committees, peer review committees, or as a consultant
- Imposition of supervision on the respondent by the University
- Submission of a correction of published articles by the respondent
- Submission of a retraction of published articles by the respondent
- Modification of terms of an award, such as imposing special conditions, or withdrawing approval of the PI or other key personnel
- Suspension or termination of an award
- Recovery of funds
- Resolution to suspend awards
- Written reprimand
- Loss of employment

Records Retention:

Walsh University will retain and secure all research records and all other evidence for a period of seven years after complete and final disposition of allegation.

2.4-j. Search Procedures for New Faculty

When a new or replacement faculty position is being considered at the school level, the Dean will need to have a discussion with the VPAA. A faculty vacancy will be reviewed by the VPAA for potential new position or replacement. Once the VPAA and the Dean agree that the new or replacement position is strategically sound, the Dean will complete the proper paperwork for requesting the position. The paperwork includes the request form and the job description for advertising and is submitted to the VPAA. Once a faculty position has been requested and approved through the process established by Human Resources, a search committee will be established at the school level by the appropriate Dean. The search committee will consist of the dean, program director (PD) or division chair (who serves as chair of the search committee), program or division members (usually faculty), and at least one faculty member from one of the other schools. HR will post the position in the appropriate venues, and candidates will apply through the Walsh web portal. A “kick-off” session with HR, the VP, chair and search committee will occur. Once this is complete, the review committee may begin the process of vetting and interviewing candidates.

Members of the search committee will then review all candidates who apply, discuss their qualifications and mission fit for Walsh University and then select up to four finalists. These finalists will be interviewed individually by the committee members via remote technologies. Following the virtual reviews, the committee will either select finalists or start the search again if no candidate is suitable.

If 2-3 finalists are selected, they will be interviewed via hybrid technologies by the VPAA prior to moving forward, and salary will be discussed to ensure realistic expectations prior to a campus visit. Whomever, if any, of the candidates are approved to move forward by the VPAA, the President’s mission questions will be forwarded, and campus visits can be set up if needed to allow for all in-person interviews, HR being first, followed by the VPAA and the President, a teaching demonstration and further vetting.

Once a candidate has been agreed upon by all, the VPAA would assign rank, track and start date, and HR will discuss final salary with the CFO and the VPAA and any unusual rank considerations with the President. Once approved, HR will make a verbal offer to the candidate. If accepted, the HR will inform the VPAA. HR will initiate a written offer to the candidate and once the candidate accepts, the background check is started. Once the background clears, the faculty member will be issued a confirmation of employment (COE).

2.4-k. Terminal Degree List

- Art Education and Art History: Ph.D., Ed.D.
- Biology, Botany, and Zoology: Ph.D.
- Business and Accounting: Ph.D., D.BA, E.D.M., J.D, M.Tax
- Chemistry and Biochemistry: Ph.D.
- Communication and Journalism: Ph.D.
- Computer Science: Ph.D.
- Counseling and Human Development: Ph.D.
- Education: Ph.D., Ed.D.
- English, ESL, and Composition: Ph.D., Ed.D., D.A.
- Foreign Language: Ph.D.
- History, American Studies, Area Studies: Ph.D.
- Mathematics and Mathematics Education: Ph.D., Ed.D.

- Museum Studies: M.A.
- Music and Music Education: DMA, Ph.D., Ed.D.
- Nursing: Ph.D., Ed.D., DNP
- Occupational Therapy: MOT, OTD
- Philosophy: Ph.D.
- Physical Therapy: Ph.D., DPT or any academic doctorate
- Physics, Astronomy, and Astrophysics: Ph.D.
- Political Science and Government: Ph.D.
- Psychology: Ph.D., Psy.D.
- Sociology: Ph.D.
- Studio Art and Performing Art: MFA
- Theater History and Production: Ph.D. or Ed.D.
- Theater (Performance): MFA
- Theology and Pastoral Ministry: Ph.D., STD, Th.D., D.Min., S.S.D. D.D.

2.4-I. Travel and Conferences: Reimbursements

These guidelines apply to faculty as they plan attending conferences for development or scholarship presentations. Issues regarding remuneration are discussed in this handbook under Faculty Development Fund. When traveling to conferences or other universities/organizations for Walsh University work, it is expected that faculty will typically travel by car or airline. The expectation is to be mindful of budget and minimize travel costs. Flying coach (versus first class) is expected for air travel.

The use of a privately-owned automobile or van for university business will be reimbursed at the current IRS rate for per-mile reimbursement. An individual who uses a privately-owned vehicle on University business must meet liability insurance requirements of the motor vehicle financial responsibility laws of the state of Ohio.

If it is necessary for the traveler to rent a car from a car rental agency, the University's blanket auto insurance policy automatically covers these rentals provided that the University is identified as the lessee, and the faculty member is on the list of approved drivers covered under University insurance.

Transportation costs, such as parking fees, tolls, taxi, and airport limousine fares, are reimbursable on an actual cost basis. Original receipts must be obtained and submitted for transportation expenses.

Meals:

Federal per diem rates can be accessed on the internet IRS publication on Per Diem/M & IE (meals and incidental expenses) rates:

<https://www.gsa.gov/travel/plan-book/per-diem-rates/mie-breakdown>.

Meal per diem reimbursements are pro-rated for less than a full day on travel status as follows:

- Breakfast—15% daily rate (must be on travel status from seven a.m. through at least nine a.m.)
- Lunch—25% daily rate (must be on travel status from noon through at least two p.m.)
- Dinner—60% daily rate (must be on travel status from five p.m. through at least seven p.m.)

No reimbursement will be made for a meal provided at a conference as part of the registration. According to IRS regulations, the meal allowances above include incidental expenses for laundry,

cleaning, and fees and tips for services. Per Diem meal reimbursement rates are not intended to cover the cost of alcoholic beverages. According to IRS regulations, business travel completed without an overnight stay is not eligible for per diem meal reimbursement.

Lodging:

When in-state travel on official business requires overnight lodging more than fifty miles away from the traveler's home or headquarters, reimbursement will be made for the actual and reasonable cost, plus taxes per night. When in Ohio, the traveler should ask about availability of a state tax exemption due to the University's tax-exempt status. Claims for reimbursement must be supported by original hotel receipts. A credit card charge slip is not acceptable documentation for reimbursement. No reimbursement will be made for overnight lodging closer than fifty miles from the traveler's home or headquarters except in unusual circumstances described in an explanation accompanying the request for reimbursement.

When out-of-state travel requires overnight lodging, reimbursement will be made for the actual and reasonable cost, plus taxes. Claims for reimbursement must be supported by original hotel receipts. A credit card charge slip is not acceptable documentation for reimbursement.

Conference and Registration Fees:

Expenses directly included with a conference or special meeting, such as registration fees and banquets, are reimbursable, without regard to standard limitations, providing they are reasonable and supported by original receipts.

2.5 Full-Time Faculty Policies

2.5-a. General Responsibilities of the Faculty

As members of the Walsh Community (CAV Nation), faculty members have a responsibility to be professionals in all aspects of their work. As professionals, faculty members report directly to appropriate Division Chairs, Program Directors or Deans relative to real-time workload and other responsibilities. Deans report to the Vice President for Academic Affairs (VPAA), who has responsibility for all areas of academics. The VPAA will work diligently to help create a collaborative and intellectually vibrant environment to foster academic excellence, intellectual curiosity and professional growth with faculty.

Faculty duties include:

- Contribute actively to help Walsh University establish and maintain academic excellence by using modern and effective teaching methods in classes, laboratories and clinical settings.
- Assume primary responsibility for the construction and revision of the curriculum, to outline courses of study and to establish standards for determining the proficiency of the students in Walsh University courses.
- Through Faculty Senate meetings and committees, help determine policies and standards relating to admissions, graduation requirements, degree programs and other academic matters.
- Contribute to the Walsh University campus culture by serving the common good through the use of individual and collective talent and to advance the reputation of Walsh University locally, regionally, nationally and internationally.
- Perform career track appropriate scholarship, do robust program assessment annually, complete service activities according to the Faculty section of the handbook standards and do everything reasonably possible to help retain students and provide them with an excellent Walsh experience.

2.5-b. Professional Duties of Faculty

Faculty responsibilities include four fundamental categories: teaching (including program assessment), scholarship, service and mission alignment. However, faculty are also expected to help create a vibrant campus community by attending various events on campus as time allows. This may include sporting events, honors presentations, invited speakers, the Presidential Thought Leadership Series, the Mass of the Holy Spirit, ACES and many others throughout the year. Attending Matriculation in August and Commencement in May is mandatory as these are flagship events for the university, and faculty attendance (in regalia) makes these events more special for our students and their families. The VPAA must approve absences for these mandatory events.

1. Teaching

Teaching includes, but is not limited to, classroom and lab instruction, course preparation and revision, new course development, program assessment, student advising and mentoring when possible. Grading and returning student academic work promptly to facilitate learning is also critical. Staying current with best practices in teaching and learning tactics, leveraging technology to improve learning and other parameters are vital to a teaching professional. Learning may be facilitated in face-to-face, synchronous online (hybrid) and/or asynchronous online platforms.

Effective learning facilitated through high-quality instruction, regardless of platform, is the most important professional responsibility of faculty. High-quality instruction requires faculty to be experts with content and to make the learning environment student-centric, responsive, focused on learning outcomes, fair but challenging and a great experience. Faculty serving as mentors to students during research, advising, on projects, in advanced labs, during honors projects, during clinical training and others is also central to the academic culture of Walsh University.

University learning must be challenging enough to induce critical thinking, yet structured and supportive enough to be sure students are not withdrawing or failing because faculty are not performing at a high level. In fact, faculty should be doing everything possible to be sure that courses are delivered at best-practice level. As professionals, we know that despite our best efforts and intentions, some students will not be successful, but they should be the exception, not the norm.

Faculty also serve as the main custodians of the curriculum overall. Faculty are responsible for reviewing and evaluating all academic programs within their disciplines. In the spirit of continuous improvement, Walsh University faculty regularly review and revise degree programs, the majors and minors within those programs, certificates and the University's general education program. Faculty participate in collecting and reviewing artifacts in support of annual program assessment, preparing program review reports (analytics) according to the review schedule created by the Office of Institutional Effectiveness and Assessment which is also required to collect data regarding accreditation standards.

Faculty are mindful of catalog descriptions in outlining syllabi and teaching classes. At the beginning of each term, faculty will provide a written syllabus, using the Walsh University syllabus template, detailing course objectives, requirements and expectations including policies on attendance, class participation and grading. In addition, faculty teaching online and face-to-face graduate courses will post all course materials and make the course "live" on the Learning Management System (ECN) including the syllabus, **no later than the Friday prior to the start of the course**. It is recommended (so students can get access and prepare early) to make all other courses live on Friday as well, but they must be live by Monday of week 1 of classes. Faculty members also cooperate in teaching students how to be better writers by requiring that all written work by students be of university caliber as expressed in the course rubric.

Faculty proctor examinations vigilantly, guard against plagiarism in term papers, reports, and quizzes, and promptly return student work with appropriate feedback to encourage student development. Plagiarism and other forms of cheating or dishonesty may result in failing a test or assignment, failing the course, or suspension. For more information, see the Academic Integrity Policy described in the handbook.

Walsh University also subscribes to the Quality Matters (QM) approach to creating consistent, branded and best practice level experiences for all students, especially those who are hybrid and/or asynchronous online. Faculty who teach online in any format are expected to obtain QM training. The Walsh University instructional designers (IDs) are a great resource for course development at QM level and to gain access to QM training.

2. Scholarship

SCHOLARSHIP AT WALSH UNIVERSITY: BOYER'S FOUR CATEGORIES OF SCHOLARSHIP

Type	Purpose	Example Measures of Performance
Discovery	Build new knowledge through traditional research.	Publishing in peer-reviewed forums Producing and/or performing creative work within established field Creating infrastructure for future studies
Integration	Interpret the use of knowledge across disciplines.	Preparing a comprehensive literature review Writing a textbook for use in multiple disciplines Collaborating with colleagues to design and deliver a core course
Application	Aid society and professions in addressing problems.	Serving industry, government or the nonprofit sector as an external consultant Assuming leadership roles in professional organizations Advising student leaders, thereby fostering their professional growth
Teaching	Study teaching models and practices to achieve optimal learning.	Advancing learning theory through classroom research Developing and testing instructional materials Mentoring upper-level students in undergraduate research Designing and implementing a program-level assessment system

Scholarship consists of rigorous activities that systematically advance teaching, research, and professional practice through published original work (articles, books, chapters, etc.), presentations of research work to peers at professional conferences and other venues, and/or production of works of art, music or theater that are performed in public and/or published.

Scholarship should be significant to the profession and appropriate to the University position held. It should be original, peer-reviewed through various methods, able to be replicated or elaborated, and published, presented, or otherwise documented. Walsh University recognizes four categories of scholarship, referring to the Boyer Model of Scholarship, as defined by the Carnegie Foundation for the Advancement of Teaching. These categories include: the scholarship of discovery, the scholarship of teaching and learning, the scholarship of integration, and the scholarship of application and practice. Scholarship expectations for faculty vary by career track as outlined below. Details regarding faculty scholarship expectations are described in this handbook.

3. Program Assessment and Program Review

All faculty are expected to contribute to robust program review and assessment according to the instructions provided by the Associate Vice President of Institutional Effectiveness and Assessment on the assessment cycle published by that office.

4. Service

Service is an essential part of the mission of Walsh University, and faculty members are expected to participate in service. Service activities provide a recognizable benefit, through volunteerism, on campus, in the community or with professional organizations. Service activities must never include remuneration. Service may be done on campus in divisions, in schools, with governance, with events, with committee work and other such activities.

5. Mission Alignment

Walsh is committed to helping graduates find their life's purpose and embrace service as a life-choice grounded in the teachings of Jesus Christ. Consequently, faculty, like all Walsh University employees, are expected to be respectful of the Walsh University mission which is grounded in the Catholic faith tradition. Minimally, faculty members, in actions and words, are expected to align with (not contradict) the Catholic principles stated in our mission and our Statement of Faith. Faculty members do not have to be practicing Catholics, but all faculty members are expected to demonstrate civility, kindness, respectfulness, appropriateness and servant leadership to model the mission. During teaching in any given discipline, when ideas that are contradictory to the Catholic faith tradition are discussed, the Catholic perspective must be overtly presented accurately to students for consideration.

2.5-c. The Purpose of Graduate Programs in the University

The Catholic mission and the Brothers' charism call the faculty, curriculum, students, and research of the University to respond to the mission of service to those in need. The University respects the integrity of each discipline and calls each program to create a community of scholars, learners, and practitioners who can use their skills to improve the community and the common good. The Brothers' charism of education calls both faculty and students in graduate programs to a level of independence and initiative befitting the professional teacher, scholar, and practitioner. This combined challenge of excellence and service should infuse faculty, staff, and student alike.

Although graduate programs share in the foundations of the University's mission, charism, and curriculum beliefs, they also bring the student and faculty into a task whose goals differ from those of an undergraduate program. Graduate curricula have single-minded focus: in-depth study of a field with the goal of leading students to independence in both acquiring and promulgating knowledge and engaging in practice.

Specialization, depth of knowledge, and independent application are the markers of graduate learning. A paramount goal of graduate programs is to empower students to become productive members of a profession or field of study able to further the achievements of producing knowledge and improving practice.

Graduate teaching differs from undergraduate teaching because of the necessary added depth in subject matter and the specific skills that graduate students must master. Graduate teaching must empower students to discover, apply, and generate knowledge and to demonstrate informed practice.

In graduate programs, teachers and students are engaged members of a scholarly community that informs independent practice and generates new knowledge for others. Such active participation constitutes graduate-level scholarship.

Students in graduate programs complete their program as junior peers to their professors. Students continue in their careers as informed and informing practitioners. Whether they enter a career, practice, or become educators, they are able to carry on a program of professional growth with their newfound peers.

Professional and support staff share in the foundational beliefs of the graduate community, as well as the mission and charism of the Brothers, through their service to the programs, faculty, and students. As integral members of our community, they minister to the common good with their talents and gifts so that all are accepted as created in God's image. Their dedication and support are vital to fostering our ministry to students and to the graduates' success.

The graduate programs' vision is to seek to distinguish themselves in dedication to their students, the quality of the program, creative teaching, and scholarship that serves the community and the common good.

In addition to the foundational beliefs and aims of the University, the graduate programs focus on specialized knowledge, evidenced-based practice, independent learning, compassionate service, and engaged scholarship as values fundamental to Walsh University.

2.5-d. Faculty and Scholarship in Graduate Programs

Scholarship in a Catholic university directs the university outward to deal with the world at large and uses its resources to better the lot of humanity. The Catholic university directs its scholarship to the betterment and engagement of all communities of interest, regardless of academic discipline. Graduate programs call upon both students and faculty members to engage in deep study of their field, which guides students to independence in acquiring and promulgating knowledge and engaging in practice.

Rationale for Scholarship in Graduate Programs:

The following are important reasons for Walsh University faculty in graduate programs to engage in rigorous scholarship appropriate to the faculty career path:

Community of Scholars:

- Individually and collectively, the graduate programs function as a community of scholars, learners, and practitioners who use their skills to improve both community and the common good.
- Faculty in graduate programs function as independent faculty scholars seeking new knowledge or the application of knowledge that results in original contributions to a discipline/profession.

Purpose of Faculty in Graduate Programs:

- Faculty in graduate programs represent members of a field of study or profession who are empowered to use best practices in generating new knowledge, or charting improved

applications of knowledge, in an environment that recognizes foundational beliefs about reality, the person, society, and culture.

Continuous Advances in Knowledge and Practice:

- Walsh University must ensure that faculty members have the ability to provide teaching and learning experiences that reflect contemporary knowledge and practice.
- Because knowledge and technology change rapidly, faculty must keep up with new information and evaluate its impact on contemporary application. Faculty members accomplish this through a process of critical inquiry, including:
 - Analyzing and applying research findings to practice and education
 - Evaluation the efficacy and effectiveness of both new and established practice and technologies
 - Participating in planning, conducting and disseminating basic or applied research

Faculty Serve as Role Models:

- Essential components of the faculty role include modeling lifelong learning and striving to advance the discipline/profession. Faculty members have responsibility for their students' intellectual growth in analytical and critical thinking skills and for delineating the best application of knowledge or best practice.
- Through scholarship, faculty demonstrate the link between theory and application. Students learn the value of scholarship from observing the various ways faculty carry out a scholarly plan.

Providing Evidence for the Efficacy of Practice:

- In all disciplines, evidence for the efficacy of practice must continue to grow. As members of the academy, faculty members provide leadership in the discipline/profession in developing the knowledge that informs both applied knowledge and education.
- Without ongoing scholarship, practice patterns and educational standards risk becoming stagnant and incapable of reflecting contemporary knowledge.

Qualifications for Faculty in Graduate Programs:

Decisions about appointment, tenure, and promotion involve many criteria, including the applicant's scholarship record. Walsh University expects faculty members teaching in graduate programs to have an approved scholarship plan for appointment and a record of scholarly accomplishments for success in the tenure and promotion process.

Such faculty members contribute to the stability and ongoing viability of their educational programs.

Walsh University recognizes that the choice to offer graduate educational programs includes the obligation of scholarship among its faculty because of:

- The demands of contemporary practice
- The need for quality outcomes assessment
- The complex nature of professional practice
- The constant proliferation of knowledge

Based on this rationale, Walsh University expects faculty members in graduate programs to develop a scholarly plan and a record of accomplishments consistent with both the University's guidelines and, if

applicable, those of specialized program accrediting agencies. The following outlines the fundamental and required attributes of the scholarly product:

- Significant to the discipline/profession
- Creative
- Peer-reviewed through various methods
- Capable of being replicated or elaborated
- Published, presented, or documented

In summary, each faculty member must establish credentials as a scholar. Every faculty member must demonstrate the capacity to engage in one or more types of scholarly activity and must present the results of those activities to colleagues.

The Meaning of Scholarship for Graduate Education at Walsh University:

The University embraces Boyer's paradigm of four categories of scholarship in its consideration of scholarship for promotion and tenure. Refer to Scholarship at Walsh University: Boyer's Four Categories of Scholarship (see Section 2.5-b. Professional Duties of Faculty) for examples of each type of scholarship.

Development of a Scholarship Plan:

A scholarship plan outlines long-term goals for building lines of inquiry that will result in original contributions to a discipline/profession. It should include specific objectives that identify specific types of scholarship, scholarly activities, and anticipated accomplishments with a timeline. The plan may also identify relevant mentorship and collaboration with colleagues. The scholarly plan may change as faculty members' teaching, practice, or research interests evolve, but should also show some consistency over time to allow for professional development and growth in the chosen area of inquiry. To meet the goals of scholarship, faculty members will prepare scholarly agendas that they will review and revise annually.

Three factors help define a specific faculty member's individual scholarly plan and annual agenda.

- The first factor to be considered is the institutional context. The context and mission of Walsh University controls the resources available to support any specific scholarly plan.
- The second factor is a faculty member's responsibilities and commitments. Specific roles assigned to faculty members may influence the depth and breadth of the scholarly plan and agenda. Program directors, faculty members responsible for professional experience placements, faculty on a tenure line (or the equivalent), and faculty with professional appointments may approach scholarship with different goals to reflect their faculty commitments, their professional or teaching responsibilities, and their areas of expertise.
- The third factor in consideration is the stage of development of the faculty member as a scholar. Faculty new to the responsibility of scholarship may have less well-developed plans and may initially pursue more limited forms of scholarship than senior scholars. Faculty new to the academy also may need to seek assistance from mentors, within or external to the program or institution, in their development as scholars. Plans of more experienced scholars may reflect changes consistent with their ongoing professional development and should evidence continued productivity through their scholarly agendas.

2.5-e. Faculty Teaching Load

The usual teaching load for full-time faculty at Walsh University is 24 semester hours per academic year. Most faculty fulfill the 24-semester hour teaching load during the fall and spring terms (Fall 1&2, Spring 1&2), but some may extend this into the Summer 1 term in a given academic year. Any adjustment to the 24-semester hour teaching load for a given faculty member by means of a course reduction or some other arrangement, must be discussed with division chairs or programs directors and recommended by the school dean and approved by the VPAA.

2.5-f. Guidelines for Faculty Overloads

The offering and assignment of overtime (overload) and part-time (adjunct) employment is a significant managerial activity based upon clear communications and consent among the persons who accept the assignment, who offer the assignment, and who prepare the confirmations of employment (COE) or confirmations of change (COC) documents. These guidelines describe management processes and ranges of authority when offering and assigning part-time (adjunct) or overtime (overload) employment.

Principles:

- Excellent management requires that proper managerial deliberation and consent among faculty members, directors, chairs, deans, and the Vice President for Academic Affairs take place before the preparation and distribution of overload confirmations.
- Overload request forms are prepared and sent to the Office of Academic Affairs in a timely manner.
- Only division chairs, program directors or deans make offers and assignments of part-time and overtime employment based on the approval process outlined below

For Adjunct Faculty:

- Division chairs and program directors may offer and assign one or two courses per semester. Assignment of a third course to an adjunct faculty member requires dean recommendation and VPAA approval

For Full-time Faculty:

- Division chairs or program directors may offer and assign one 3-credit overload course (or its equivalent) per full-time or half-time faculty member in fall or spring
- Two overloads per fall or spring requires recommendation of the dean and approval of the Vice President for Academic Affairs.
- Three overloads require the approval of the Vice President for Academic Affairs and is usually not approved.
- Any faculty member with approved “release” time must have VPAA approval to teach any overload. Such situations are usually not approved as the release time will be revoked to fill a teaching need.

For Program Directors, Division Chairs and Deans:

- Program directors, division chairs and deans require the approval of the Vice President for Academic Affairs for any overload teaching assignment.

For Summer Assignments:

- Except for programs that run year-round, summer assignments are currently not included in these guidelines and are offered and assigned at the discretion of the division chairs, deans, and the Vice President for Academic Affairs, as appropriate.

For Independent Studies (courses by arrangement, cba):

- Independent studies are not included in these guidelines and are offered through the independent study application and review process. CBAs must be recommended by deans and approved by the VPAA.

For Faculty on Sabbatical:

- Faculty on sabbatical are not eligible for any teaching assignments.

Release Time for Faculty:

- All faculty release time from teaching is determined by strategic analysis of workloads in each division or program. Faculty may be assigned release time due to extra strategic work being done during an academic term(s). Any release time must be recommended by the school dean and approved by the VPAA. When a faculty member has been approved for release time, overload teaching is not permitted without VPAA approval and is normally discouraged.

2.5-g. Course Evaluations

Faculty members are required to provide all students in their classes the opportunity to complete Evaluate (formerly known as the IDEA Student Ratings System) course evaluations at the conclusion of each academic term (Fall 1 & 2, Spring 1 & 2 and Summer 1 & 2). The purpose of course evaluation at Walsh University is twofold: to provide constructive feedback aimed at improving instruction and to provide data for the faculty evaluation process for tenure or promotion or both. Student evaluation of instruction is a mandatory component of all faculty annual performance reviews and portfolios when submitted. For adjunct faculty, course evaluations aid division chairs and school deans in their decisions about the renewal of part-time contracts. Walsh University conducts student evaluations of instruction using the mobile-ready version of Evaluate by Anthology. The process of course evaluation is coordinated through the Office of Institutional Effectiveness & Assessment. At the end of each term, faculty will schedule time for the completion of the course evaluations in all courses regardless of course platform.

The student survey link is <https://walsh.campuslabs.com/courseeval/>. Students will need to log into the survey system with their Walsh ID and password. Students will also receive the survey link in automatically generated messages from the Evaluate system during the respective course evaluation periods. Faculty can access their course evaluation reports after grades are submitted.

2.5-h. Faculty Absences

Faculty are expected to conduct all classes assigned to them each term at the time and day of the week on the published schedule. Foreseen absences, such as attendance at meetings or conferences of professional organizations or field trips with students, as well as absences due to illness or other reasons, must be reported to the Office of Academic Affairs executive administrative assistant, and to the faculty member's division chair through notification to the division administrative assistant. When possible,

faculty should place foreseen absences in their class syllabi and should clarify for students the impact of unforeseen absences on course requirements. Repeated class cancellations, faculty absences or faculty tardiness is unacceptable and will be addressed by division chairs, programs directors or deans. Faculty may “flip” temporarily hybrid or online format for a course, with VPAA approval, to help mitigate absences. Faculty who are unable to report to work or complete work functions remotely for three or more consecutive days or unable to report to work intermittently on a consistent basis should discuss their situation with Human Resources. See section 1.4-b and 1.6-c of the handbook.

2.5-i. Grading

Walsh University adopted the following system of letter grades for undergraduate and graduate programs, effective Fall 1990 and modified in Spring 2010:

Grade	Designation	Quality Points Per Credit
A	Superior	4.0
A-	Excellent	3.7
B+	Very good	3.3
B	Good	3.0
B-	Above average	2.7
C+	Average	2.3
C	Average	2.0
C-	Below average	1.7
D+	Poor	1.3
D	Very poor	1.0
D-	Extremely poor	0.7
F	Failure	0.0
S	Satisfactory	**
U	Unsatisfactory	**
W	Withdrew officially	**
AU	Audit	**
I	Incomplete	#
IP	In progress	
NA	Never attended; no official withdrawal; (granted during midterm only)	
NG	No grade reported	

- **Not computed
- # Computed after completion of course requirements
- 2.0 is the lowest acceptable grade point average at Walsh University for undergraduate students.
- 3.0 is the lowest acceptable grade point average at Walsh University for graduate students.
- The graduate and undergraduate catalogs outline the grading system at Walsh University.
- The grade of W is given when a student officially withdraws from a course, or when a student is withdrawn by a faculty member in accordance with the University’s administrative withdrawal policy. No student may withdraw from a course during the last two weeks of classes. Student withdrawals require approval of the teaching faculty member or division chair and the Registrar through the appropriate add/drop process.

Faculty may exercise an administrative withdrawal according to the policy stated in this handbook. The professor must have a syllabus that states this policy and must accrue and document evidence (attendance records) of the student's non-attendance. The faculty member acting upon this option must notify the student in writing, complete the appropriate administrative withdrawal form (including student's ID number, the course registration number [CRN], and the signature of the division chair or program director) and submit the form to the Registrar for final processing.

A course change from credit to audit status may be granted with the approval of the teaching faculty member and the Registrar. The course will be recorded as "audit" only if the student attends classes regularly. The deadline to register for an audit status aligns with the last day to add a course (refer to the University's academic calendar.)

An (I), Incomplete Grade, is temporary. The grade of "I" may be provided when a student has not fulfilled all course requirements because of conditions beyond the student's control. No "I" grade is authorized without the approval of the teaching faculty member. Teaching faculty who choose to give an "I" are required to submit an official form through Walsh E-Forms for an incomplete at the end of the semester. This form includes justification for providing an incomplete grade plus the requirements and deadline, not to exceed 90 days for completing the course. The student's failure to complete course requirements by the pre-determined deadline will result in a grade of "F" for the incomplete course. Teaching faculty members who choose to give an incomplete (I) can submit a Request for Incomplete form through Walsh E-forms and must submit an Application for Grade Change form through Walsh E-Forms when the student fulfills the remaining course requirements within 100 days.

An (NA) grade, Never Attended, indicates that the student was registered for the course, never attended, and did not officially withdraw. NA is granted during midterm time only and will trigger automatic outreach from the University's Care Team. Students who meet the requirements for an administrative withdrawal from the course should be notified and withdrawn by the faculty prior to the last day to drop with a grade of "W".

An (NG) grade, No Grade Reported, is assigned by the Registrar's office when a faculty member fails to submit a grade for a student and the faculty member cannot be located. The grade does not calculate into the GPA and can only be changed by the faculty member submitting a grade. When a final grade has been reported to the Registrar, it can be changed only because of a clerical error such as a miscalculation of the grade or erroneous initial grade entry and must be authorized by the division chair/program director, school dean, and associate vice president for academic administration. Final examinations (of various sorts) are given in all courses during the last week of each eight-week term or 16-week semester. Any planned variation of this policy must have the approval of the Dean. For final exams and ordinary classes, teaching faculty should not impinge on other classes or allow students to do so.

Course grades are available to undergraduate students in the form of mid-term and final grades. The mid-term grades are submitted by faculty at the midpoint of each eight-week term and used primarily for academic and athletic advising and are not placed on the student's official academic transcript. Graduate students do not receive mid-term grades. Faculty must submit all grades by the deadline shown in the University's academic calendar. When notified by electronic mail, students may view their course grades online in the Walsh University Cavalier Center.

The Cavalier Center is the official site where faculty submit all course grades accessible for student viewing and retrieval.

The faculty instructor has jurisdiction in determining grades; however, the student has the right to appeal a grade or academic decision that he or she believes to be in error or unfair. The formal appeal process is a very serious matter and should not be entered into lightly by a student, or lightly dismissed by an instructor. The appeal process involves the following steps, but may be resolved at any level described:

Procedure:

The student must first attempt to resolve the grading issue or academic decision directly with the assigned course instructor.

Should a student be unable to resolve the grading issue or academic decision directly with the instructor, an Academic Appeal Request must be submitted no later than two calendar weeks after the release of final grades or the academic decision. Requests submitted after this deadline will not be reviewed. Students must include the rationale behind the grade or academic decision appeal.

The request must be submitted with all supporting documentation to the appropriate division chair or program director.

The division chair or program director will review the appeal. If a grade or academic decision change is appropriate and necessary, the outcome will be communicated to the student. After the division chair or program director reviews the request, the school dean is responsible for verifying the appropriateness of the decision. If the student chooses to appeal to the division chair or program director's decision, he/she may appeal to the School Dean no later than two weeks following the decision or the division chair or program director. The student will be informed of the decision made at every level as soon as it is reasonable.

The decision of the School Dean, in consultation with the VPAA, is considered final. The Office of the Registrar is responsible for processing grade changes and academic decision updates that result from an approved Academic Appeal Request.

2.5-j. Office Hours

Faculty must make themselves available to students for advising and academic assistance. Full-time faculty are expected to be formally available for office hours for at least four hours per week and part-time teaching faculty, at least two hours per week. During the fall and spring 8-week terms, faculty post their office hours on their office doors and list them on their syllabi. Although it is preferable to offer office hours physically in one's office, it is also necessary to make virtual office hours available on Zoom or Microsoft Teams as some students may be remote, even out of state and can't come to campus.

Faculty teaching in summer sessions follow the same procedures. If faculty are not teaching in the summer, they must be available by email and cell phone (mostly for text messages) so that administrative leadership can reach out as needed to assist students with registration and advising and during recruitment events and/or other division/program-related duties. This is especially true during breaks when student enrollment is critical for retention and completion.

2.5-k. Student Absences

Students are expected to attend all classes, face-to-face or hybrid. Faculty members establish their own policy concerning attendance and include it in their syllabi at the beginning of each term. Students are expected to read and be familiar with course syllabi.

Administrative withdrawal:

Timely class attendance and participation correlate with academic success and relationship building. To support these goals, Walsh University has adopted the following attendance/participation policy for in person, online, and hybrid courses.

After one written warning to the student, and with appropriate notice of such practice in the syllabus, an instructor may administratively withdraw a student from a course after unexcused non-attendance and/or non-participation in at least 20% of the cumulative course hours/assessments, including missed hours/assessments due to unexcused tardiness. Excused absences from class include university approved activities with written approval from coaches, faculty, or other university leaders. Instructors have discretion related to other excused absences as well as required documentation for these absences. Make sure to communicate with your instructors regarding missed classes and required documentation.

The following is a breakdown of 20% nonattendance/nonparticipation:

- **Seven-week course:** Four cumulative unexcused hours and/or 20% of assessment points up to two weeks prior to the end of the semester.
- **Eight-week course:** Six cumulative unexcused hours and/or 20% of assessment points up to two weeks prior to the end of the semester.
- **Sixteen-week course:** Nine cumulative unexcused absences and/or 20% of assessment points up to two weeks prior to the end of the semester.

Administrative withdrawals will not be permitted after the last day to withdraw from the term (per appropriate term of the Academic calendar) without permission of the Associate Vice President of Academic Administration. Refer to the academic calendar for specific dates. A student who is administratively withdrawn from a class will receive a final grade of W (withdrawal). A policy for medical leave is contained in the Student Handbook for students unable to complete academic or social responsibilities due to personal/emotional difficulties.

2.5-l. Student Advising

During their first full year at Walsh University, undergraduate students will be assigned to professional advisors. Considerable research indicates that professional advisors during this first year and a little into the second year provide better year-round student engagement and contribute to increased retention. Full-time faculty are connected to students in year one but do not need to do formal advising. Students are transitioned to full-time faculty during advising in their first term as second-year students. Faculty assist their advisees to plan their course of studies and fulfill core and major requirements after full transition has occurred. Students are always welcome to meet and check in with faculty advisors at any time.

Faculty are expected to devote special attention to students on academic probation and assist all to prepare for graduation, graduate or professional schools, internships and employment in general.

2.5-m. Syllabi

During the first week of each semester, faculty members are responsible for providing students in their classes with a copy of current course syllabi by posting syllabi on ECN (Electronic Course Network, formerly Sakai) or by distributing printed copies in class.

When preparing their syllabi, faculty are expected to use the most current version of the Walsh Syllabus Template, which can be downloaded from the Teaching & Learning Resources – MyWalsh Portal. There are two versions of the syllabus template: one for on-campus courses and one for online or hybrid courses. Versions of the syllabus template are customizable, meet accessibility and Quality Matters (QM) standards, and both include links to important university policies.

Faculty are required to update the editable sections of the syllabus template to include their Walsh University e-mail address, office hours, course description and objectives (as published in the Walsh catalog), required assignments and materials, grading criteria and grading scale, course policies, and the course organization.

In any given 8-week term, faculty are required to submit an electronic copy of their syllabi to department chair or dean to be reviewed and uploaded to the syllabus repository created by the Office of Institutional Effectiveness & Assessment so that the syllabus is visible prior to the start of the 8-week term.

In syllabi planning for classes over ninety minutes, a break of five minutes for each hour of class time is appropriate, but classes should not otherwise be abbreviated. Faculty are encouraged to use the instructional time calculator and the course workload estimator at the Teaching & Learning Resources – MyWalsh Portal to calculate student engagement hours in different course formats. Any changes to the length of a course require approval by the Vice President for Academic Affairs. As part of the annual faculty appraisal process, and the portfolio evaluation process for recommendations regarding tenure and promotion, division chairs' evaluations should address the quality of a faculty member's syllabi.

2.5-n. Book Selection and Purchase

The policies that apply to book selection and purchase are outlined on the Walsh University bookstore website at: <https://walsh.bncollege.com/>. In this digital world, faculty are encouraged to seek out e-book options when possible.

2.5-o. Faculty Grievance Procedures

For Grievance Procedures please see section 1.3-q.

2.5-p. E-Learning Policies and Information

Faculty Training for Use of Instructional Technology:

- A. Instructors must complete all Learning Management System (LMS) training classes before utilizing the LMS in their course(s).
- B. Prior to teaching an online course, instructors must complete all current LMS training classes and the required course delivery training, which includes the expectations and best practices of teaching online at Walsh University.

- C. Prior to developing an online course, instructors must complete the LMS training classes and the required course development training, which outline the Quality Matters standards as well as expectations and best practices of teaching online at Walsh University.

Publishing Distance Education Courses:

Instructors must publish their course(s) in the Learning Management System (LMS) by their assigned open date.

- A. Instructors teaching a distance education Undergraduate course must have their course(s) published on or before Monday, the start of the term by 8:00 AM.
- B. Instructors teaching a distance education Graduate course must have their course(s) published on or before Friday, the start of the term by 5:00 PM.
- C. Instructors teaching a Degree Completion course must have their course(s) published on or before Friday, the start of the term by 5:00 PM.

Requirements for an Online or Hybrid Course Offering:

The development of any type of distance education course must meet Walsh University's required standards as set by the E-Learning Department and must pass the quality assurance process.

The U.S. Department of Education requires that all distance education courses for which students receive Title IV funds (federal financial aid) must meet a strict set of standards, including meeting the standard for regular and substantive interaction (RSI). In addition, the Higher Learning Commission (HLC), through which Walsh is accredited, requires that an additional set of standards are met that include nine hallmarks of quality for distance education.

Due to the rigorous set of standards for accredited online courses, all faculty, staff, and instructors at Walsh who teach an online course must use an X (a single-version primary design) course developed and approved through the E-Learning department. Once approved, changing the modality of a course from F2F to any type of online, remote hybrid, or blended hybrid course requires a minimum advanced notice of two semesters before the course, if offered for the E-Learning department to design the course alongside a subject-matter expert.

Instructors are not permitted to determine or declare the modality of a distance education course without the approval of the E-Learning Department and respective Dean. Any e-learning course –online asynchronous, online synchronous, remote hybrid, or blended hybrid–must be developed in collaboration with the E-Learning Department and cannot be independently developed and taught by individual faculty or instructors. This also applies to courses developed independently by any programs.

Instruction of Distance Education Courses:

Definition:

- An “**X course**”, also known as a “master course shell” is a single-version course shell that has been carefully and purposely designed by a subject matter expert alongside an instructional designer for quality assurance. X courses serve as a foundational template or blueprint for a specific course, containing essential components such as learning objectives, course content, assessments, grading rubrics, and overall instructional design that are intricately aligned with each other. X courses are typically updated or redesigned every three years.

Use of the X Course:

Instructors are required to facilitate all distance education course offerings using the most current X course, or master shell. The X course will be imported into all live (individual) section(s) prior to the start of the forthcoming session.

In order to ensure consistent and high-quality instruction in accordance with the university's standards and objectives, major changes to the course content are prohibited. Instructors are required to teach the core content provided in the X course, ensuring that the designated learning objectives, key concepts, and assessments are covered comprehensively.

Instructors may supplement the core content with additional resources, including readings, multimedia materials, and case studies, provided that these resources are aligned with the learning objectives. Instructors must ensure that supplemental course materials and instructional methods are accessible and inclusive to all students, including those with diverse learning needs. Any necessary accommodations should be provided in compliance with the university's accessibility policies. Minor changes such as those regarding course personalization, outlined below, are expected of the instructor.

Altering or Personalizing the X Course:**Required Personalization of the X Course:**

Instructors are expected to customize and personalize the live offering by:

1. Communicating their contact information on the "Overview" page of ECN and in the approved university syllabus template;
2. Editing any additional indicated areas of the university-approved syllabus template;
3. Uploading an instructor image to the "Overview" page in ECN;
4. Including a personalized welcome message for the students on the "Overview" page in ECN;
5. Responding to all student questions or inquiries within 48 hours;
6. Setting due dates for all assignments and assessments before the course is published;
7. Utilizing the Messages tool within ECN to communicate with individual students;
8. Engaging in course-wide communication through the Announcements tool at least once per week;
9. Posting a welcome announcement during the first week of class (it is recommended that the announcement is available to students when the course is published)

Unpermitted Alterations to the X Course:

The following components of the X course cannot be altered or redesigned:

- Program Objectives
- Course Objectives
- Lesson Objectives
- Grading Scale
- Pre-Completed parts of the university-approved syllabus template
 - Course Description
 - Pre-requisites
 - University Policies, etc.

Permitted Alterations to the X Course:

Any alterations that instructors make to the content in the X course must follow accessibility guidelines. Instructors are permitted to make the following alterations to the X course:

- Formative assessments or learning activities
 - Can be altered so long as the changes strictly align to the same objectives covered by the original. This ensures that the activities align to the assessment it is preparing them for.
 - Adding additional formative assessments or learning activities is encouraged with the understanding that they are purposeful and aligned to the same objectives as the others in the lesson.
- Materials
 - While the original materials prepare students for the assessments, it is encouraged to add additional learning materials (i.e. articles, videos, podcasts, etc.) that spark interest, provide students with alternative perspectives, or further prepare them for assessment. The removal of materials is permitted if added materials cover the aligned objectives.
- Minor Revisions
 - Minor revisions to assignments or assessments, such as wording, explanation, adding detail, slightly changing requirements or format, or altering the submission type can all be done so long as the changes do not affect the aligned objectives.

The table below outlines the policy for altering content in X courses.

Required Alterations	Unpermitted Alterations	Permitted Alterations
<ul style="list-style-type: none">• Contact Information• Welcome Message• Weekly Announcements• Pre-set due dates• Responding to student messages within 48 hours.	<ul style="list-style-type: none">• Program Objectives• Course Objectives• Lesson Objectives• Grading Scale• Pre-completed parts of the university-approved syllabus template	<ul style="list-style-type: none">• Formative Assessments or Learning Activities• Supplemental Learning Material• Minor Revisions <p>*All changes must strictly align to the same objectives aligned to the original.</p>

Community of Learners:

All distance education courses, per federal regulations, must foster a highly communicative and interactive course environment. Walsh University strives to promote a community of learners in each distance education course. Consistent interaction between content and students, instructor and students, and students to students facilitates a sense of belonging and collaboration for a modality that can seem isolating as a learner. The U.S. Department of Education requires that all distance education courses must support “regular and substantive interaction” (RSI) among instructor(s) and students(s) to qualify as an accredited distance education course. The following outlines what is expected of instructors to ensure that interactions in distance education courses are both “regular” and “substantive”

Required “Regular” Interaction:

- Interactions between students and instructor(s) are scheduled, consistent, and predictable.
- Communication between students and instructor(s) is consistent and interactions are instructor-initiated.
- Communication between students and instructor(s) is prompt and proactive.

Required “Substantive” Interaction:

- Actively facilitating and participating in group discussions regarding the content
- Providing specific and consistent feedback on student assignments and assessments
- Adding supplemental resources, information, or current events that relate to the content to extend learning.
- Monitoring the academic engagement and success of students through the learning management system
- Responding to student inquiries and student success data in order to modify curriculum pacing

The following does not constitute “substantive” interaction:

- Auto-generated feedback on objective assessments
- Any communication that is not content-specific
- Participation in adaptive learning technologies
- Asynchronous video lectures

All regular and substantive interactions must be evident within the learning management system. Emails or communications outside of the LMS do not contribute to federal requirements of RSI.

2.5-q. Instructional Modalities

Walsh University offers a variety of instructional formats including face-to-face, online, and hybrid. This policy outlines the characteristics of each coded modality to communicate clear expectations to faculty and students.

This policy does not address temporary changes to the instructional format, such as class cancellations or absences that require shifting a course online for a limited time period. The modalities outlined below refer to the planned format for course delivery over the full term.

F2F Education:

Face-to-Face courses (coded “F2F”) can meet on-campus or at remote physical sites. All (100%) of the contact hours for the course are conducted in-person on campus or at an off-campus location in a synchronous format. Some F2F courses may require students to take proctored exams or assessments that may be in addition to contact hours. F2F courses may also deliver some learning content, materials, or activities through the online learning management system, but should not replace regular contact hours.

Online Education:

Online Education courses use one or more types of technology to deliver instruction to students who are physically separated from the instructor for all designated contact hours. Walsh University offers three types of online education: online asynchronous, online synchronous, and online blended. All online

courses are designed specifically so that an instructor can conduct a credit-bearing course while physically separated from students.

Online Education courses, specifically, have defined parameters and guardrails according to its modality; however, online courses are delivered with the same rigor, content, and objectives as F2F courses.

Online Asynchronous:

Online Asynchronous courses (coded "OA") do not meet in-person at a physical location. All (100%) of the contact hours for the course are conducted online asynchronously. Online asynchronous courses do not conduct any sessions that require students to participate at a specific date and time; rather, students can complete the learning and assignments on their own time while meeting previously determined due dates. All due dates for the course should be set prior to the start of the term for planning purposes, but the instructor reserves the right to make slight alterations as needed. If any synchronous activity is requested and required for a grade, an alternative asynchronous activity must be made available to students. Instructor- initiated communication, instruction, announcements, or feedback between instructors and students should be present inside the online learning management system or an integrated third-party software.

For institutions who receive Federal Student Assistance programs (financial aid), the U.S. Department of Education requires that all online courses must support "regular and substantive interaction" between students and instructor(s).

Online Synchronous:

Online Synchronous courses (coded "OS") conduct the course entirely remotely but synchronously. This means instructors will conduct classes using web-conferencing technology on the same days and at the same time as class would typically meet face-to-face. The online learning management system is utilized for the submission of assignments, assessments, or other activities, but the direct instruction and all contact hours are conducted synchronously through web-conferencing technology.

Online Blended:

Online Blended courses (coded "OB") conduct the course entirely remotely but split the modality between Online Asynchronous and Online Synchronous. Online Blended courses conduct between 40%-60% of the instruction online asynchronously and between 40%-60% of the instruction online synchronously.

Hybrid:

Hybrid courses conduct the course using both an asynchronous format and a synchronous in- person. No matter the amount of time spent in-person or asynchronously online, if any portion (.01%-99.9%) of the direct instruction is conducted in-person, the course is considered hybrid.

The standard number of contact hours for a 16-week course is 150 minutes per week. The standard number of contact hours for an 8-week course is 300 minutes per week.

This policy does not address temporary changes to the instructional format, such as class cancellations or absences that require shifting a course online for a limited period. The modalities outlined below refer to the planned format for course delivery over the full term.

Walsh University offers three types of hybrid modalities, each determined by the amount of time conducted online:

- **Campus Hybrid**
 - Campus Hybrid (coded “CH”) is a hybrid course where more than 60% of the instruction is delivered F2F.
- **Remote Hybrid**
 - Remote Hybrid (coded “RH”) is a hybrid course where more than 60% of the instruction is delivered online asynchronously.
- **Blended Hybrid**
 - Blended Hybrid (coded “BH”) is a hybrid course where 40%-60% of instruction is either delivered online asynchronously or delivered F2F.

Hybrid Sub-Modalities	Example
Campus-Hybrid	A 3 contact hour/3 credit hour Campus-Hybrid course might expect students to attend a F2F lecture twice per week from 9:40-11:30 (200 minutes total) and to be supplemented by 100 minutes of asynchronous content. This is more than 60% F2F delivery.
Remote-Hybrid	A 3 contact hour/3 credit hour Remote-Hybrid course might expect students attend a 45 minute lecture twice per week (90 minutes total) to be supplemented by 210 minutes of asynchronous content. This is more than 60% online asynchronous delivery.
Blended-Hybrid	A 3 contact hour/3 credit hour Blended-Hybrid course might expect students to attend one class meeting Thursday evening from 6:00-8:30pm (150 minutes total) to be supplemented by 150 minutes of online asynchronous content. This is 50% F2F and 50% online asynchronous delivery.

2.6 Faculty Career Tracks, Tenure, Performance Reviews, Rank, Etc.

2.6-a. Annual Faculty Performance Review

All full-time faculty must complete and submit an annual faculty performance review by May 31 of a given academic year. Typically, in years 1, 3 and 6 the annual review will be a full portfolio involving the RTP committee. In years 2, 4 and 5, the submission will be the normal annual performance review documents and not a full portfolio. In academic years in which full-time ranked faculty are required to complete a faculty portfolio, the portfolio is the annual faculty appraisal for that year. Faculty with advanced standing may deviate from this schedule according to the terms set forth by the VPAA upon hiring.

In exceptional circumstances, after consultation with the dean/chair/director, and notification to the faculty member involved, a division chair or program director can initiate appraisal of faculty in advance of the timeline below. Any deviations from the normal review process must be approved by the VPAA.

The fundamental purposes for meaningful faculty appraisal at Walsh University are:

- To recognize and reward excellent performance in the areas of teaching, scholarship, service and mission alignment.
- To identify where performance in teaching, scholarship, service and mission alignment needs improvement to provide guidance to help faculty members meet standards of excellence
- To assist faculty, through the support of appropriate human and material resources, to embrace continuous improvement in teaching, scholarship, service and mission alignment.

The purposes cited above define the scope of the annual Walsh University faculty performance review. It should address four areas of activity: teaching, scholarship, service and mission alignment. The faculty appraisal process should relate clearly and specifically to procedures and programs designed to motivate faculty, to reward faculty for exceptional performance, and to continuously improve teaching, scholarship, service and mission alignment.

Each academic year, for faculty **not involved** in the portfolio requirement, the annual faculty performance review process proceeds in two stages described below:

Stage One:

No later than the beginning of Fall 2 in a given academic year, the Office of Academic Affairs will distribute to faculty the annual faculty performance review form as a Microsoft Word document. Faculty are expected to complete the form and submit it to their division chairs, program directors or Deans by May 31.

The individually prepared annual faculty performance review documents should include the following:

- **Teaching:**

Highlight key activities in teaching. Include factual data like how many classes were taught, enrollment per class, grade distributions per class, new tactics you experimented with and results, how many students you advised and pedagogical challenges you faced and what you did to overcome them. Do an analysis of your IDEA student feedback data. Be sure to include your analysis of student

comments. It is a good idea to make tables to present data. Syllabi for your courses (with the proper template and stated learning objectives) should be on file (electronically) in your division or school. If you requested a peer review of your teaching in a class, please include the results. Every year, the office of Institutional Effectiveness and Assessment publishes the programs that will complete annual assessment and those doing full assessments. Faculty in these programs are expected to engage assessment activities professionally and in a timely and thorough manner according to guidelines provided.

- **Scholarship:**

An updated three-year scholarship plan must be included with the faculty annual performance review. This would include an update on articles published, papers presented, articles/papers written but not yet published (progress reports), IRB approved research completed but not yet published, progress made in courses of study (Ph.D. or master's degree programs), active participation or presentation in national, state, or local scholarly meetings of academic disciplines and proposals prepared for external funding (grants) and any new collaborations developed with other universities, companies or organizations. It is very important to provide updates and expected completion times for projects already started. See scholarship requirements in this handbook for all faculty tracks at Walsh University.

- **Service:**

Modeling service is core to the mission of Walsh University. As faculty, we are helping our students learn to be leaders in service to others. Modeling such activities is the best way to demonstrate to our students that we live that aspect of our mission every month. Service activities must not involve remuneration. There is no formal minimum number of service activities required, but a monthly contribution ongoing is typically reasonable. Some service work may be more extensive than others. Your division chair, program director or dean should be consulted if you are not sure of what you need to be doing. Service is categorized as within division, within the Walsh community, in the extended community or with professional organizations or others. Include in your annual reports where the service was done, for what reason and the length of time serving. Collect evidence of service for your portfolios.

- **Mission Alignment:**

Walsh University is a Catholic institution of higher education. As such, all employees, including faculty, are expected to respect the Catholic Faith and make every effort to help the university fulfill its mission to help create the next generation of smart, ethical, moral and competent people to serve humanity and the common good through both specialized training and education and solid human formation through the Catholic Intellectual Tradition alive through our faculty, staff and coaches.

Stage Two:

After the individual annual faculty performance review is submitted to the faculty member's dean directly (if no director/chair) or to a chair/director and then dean, the supervisor(s) will review the submitted report and prepare an independent assessment with any recommendations for improvement if needed. The faculty member then reviews this assessment and discusses its contents with their dean/chair/director, making any appropriate changes agreed upon by both parties. Once the faculty member and dean/chair/director have agreed on the final content of the report, they both sign the document, and it is forwarded to the VPAA by July 1 as an **MS Word document** so the VPAA can add comments or recommendations. The VPAA reviews the finalized and signed report. The VPAA can endorse the submitted report, re-open negotiations on specific points, or prepare an independent assessment. A final review signed by the VPAA is returned to the faculty member and the dean to become part of the faculty member's personnel record.

Additionally, faculty whose base or supplemental contracts include administrative responsibilities will undergo annual performance appraisals of those duties by their immediate supervisors in accordance with protocols described in the Employee Handbook. The combined reports provide primary data to be reviewed when decisions about awards, rewards, recognition and/or discipline are made. All administrative reviews must be submitted to the VPAA for review as they are completed bi-annually.

2.6-b. Scholarship Requirements for Faculty

1. All faculty members at Walsh University, except those on the non-tenure 30-hour load teaching track, are expected to create a 3-year scholarship plan to be submitted annually with either performance reviews or portfolios with progress reports and updates. Obviously, the plan would include timelines for expected artifacts, progress on existing projects and plans for publications/presentations and grant submissions.
2. **Professional faculty** who are on the non-tenure professional track, typically have earned master's degrees in their field of expertise and their education may or may not have involved a thesis with academic scholarship. Professional faculty are typically specialized in an applied field and often work as professionals in the corporate or non-profit world prior to joining Walsh University. Consequently, the scholarship requirement for professional faculty is different than that expected of a classically trained doctoral scholar. Professional faculty are required to stay current in their field through professional development (seminars, courses, certifications, etc..) which often involves CEU accumulation or earning other credentials from their professional organizations annually or otherwise. Professional faculty are expected to write articles for their trade journals and/or professional magazines. If their professional organizations hold regional, state or national meetings, professional faculty should make every effort to present scholarly projects at these meetings that might advance the field of interest. Over the time frame from year 1 to year 6 when professional faculty could be considered for Professional Assistant and/or Associate Professor rank, the professional faculty member must show evidence of consistent engagement in professional development and output of professional work/articles in trade magazines, journals, and/or meetings and/or conventions. Acceptable progress would be proper professional development activity every year, one presentation every 2 years and one published article (trade journals or magazines) every 3 years as a minimum.
3. **Clinical faculty** are also non-tenure track and may have earned a master's degree or a clinical doctorate in their field (MOT, OTD, DPT, MSN, DNP, etc.). Often, the accrediting bodies for clinical

programs indicate the need for scholarly output commensurate with graduate programs in the clinical area of interest. Clinical faculty are required to meet such standards (if they are available) and to engage in professional development, scholarly contributions to clinical journals which often have an applied focus, and to present at clinical professional meetings. Program Directors and Deans must provide guidance on the acceptability of scholarly work for rank advancement. Clinical faculty should show engagement in scholarly work commensurate with earned graduate degrees and training. Seeking grants to support scholarly activity is expected and encouraged. Acceptable progress would be multiple professional development activities every year, one presentation every 2 years and one published article every 3 years as a minimum in clinical publications (applied or scholarly).

4. **Non-tenure track, non-professional and non-clinical teaching faculty** (typically doctoral trained) who agree to teach a 30-credit hour annual teaching load are not expected to do scholarship, but instead focus entirely on teaching excellence and professional development activities. This must be first discussed with Chairs and/or Directors and then brought to Deans if approved. The VPAA in consultation with the Dean and the President would allow or dis-allow such a request if a Dean brings it forward. Such requests, if approved, would go into effect the next academic year.
5. **Tenure-Track Assistant Professors** are classical scholars with doctoral degrees. Faculty in this category, unless with advanced standing, are typically on a six-year path to be considered for Associate Professor and Tenure. Portfolios in the first year are evaluated by Chairs, Deans, Program Directors, and the VPAA. The Walsh University Retention, Tenure, and Promotion Committee will evaluate completed portfolios in years 3 and 6 to make recommendations to the VPAA regarding promotion and tenure. Faculty in the tenure track must create a 3-year scholarship plan in year one, generate progress on this plan and modify it as needed to be productive. The scholarship plan will include progress reports as a part of all annual performance reviews and portfolios. During the six-year process, these faculty scholars are expected to produce original scholarship as peer-reviewed publications, book chapters, books, conference presentations and/or other activities at the regional and national levels, with an eye toward the international level. Publications should be in reputable academic journals*. Being able to include students as co-authors in such work is considered both desirable and preferred when possible.

From year one to year six post-appointment, a productive faculty member as stated in submitted scholarship plans, will generate a minimum of two original peer-reviewed articles published in reputable journals or one book or book chapters with other smaller works (conference posters, conference presentations, etc.) as well. The frequency, quality and diversity of published work should be discussed with division chairs, program directors and deans to ensure faculty meet standards for promotion.

***Note:** a reputable journal is one that is recognized by that professional area as having sound standards for publishing (i.e. does not just publish everything submitted) and is peer-reviewed and has a stated Editorial Board of reputable experts.

Scholarship for tenure-track faculty varies from discipline to discipline, but normally includes publishing peer-reviewed journal articles in reputable scholarly journals, presenting scholarship at conferences (as poster sessions, concurrent sessions or as a plenary speaker, etc.), writing book chapters in your area of expertise, writing a book in your area of expertise, submitting grant applications and/or generating new inventions or intellectual property for market. All of these activities can be done as an individual, a team or in collaborations with individuals or teams outside the university.

The question is how much scholarship and what kind should be required? Walsh University is not an R1 institution, so our primary focus is not scholarship per se. However, we are not strictly speaking just a teaching institution either. We are a combination of a teaching and scholarship university. Consequently, zero scholarly output by faculty is not acceptable and publishing an article a month is not realistic either. It is our job as professionals to create scholarship plans that make sense and are stretch goals so we can generate scholarly output to raise our profile and contribute to original knowledge while involving our students and maintaining excellence in teaching.

The following outlines expectations for scholarship at Walsh University for tenure-track faculty:

During the typical 6-year process to be considered for Associate Professor and Tenure, the following is expected:

First, all faculty must create and execute a viable scholarship plan that is realistic and appropriate for your discipline. The scholarship plan document should include scholarship in progress and expected timeline for completion, new scholarship projects planned or underway and benchmarks for progress and expected timelines for completion. Completion means to submit for publication or presentation. Here are some possible permutations: For peer-reviewed publications, the minimum expectation for tenure track is two peer-reviewed publications in reputable journals by year six. It is likely that one could also do a set of smaller presentations (segments of the published works) prior to final publications. This may or may not occur. It is also possible that a faculty member may publish a book (literature or a textbook) and not any peer-reviewed articles. This is a risky path as publishing a book is lower probability and banking on such as your only scholarship is likely not wise. Submitting book chapters as evidence of progress is helpful but won't substitute for publication. Publishing chapters in a compendium or multi-author book is also acceptable along with one peer-reviewed publication for example. **There are many other variations.** Consequently, here is what needs to happen:

By the end of Fall 2, all faculty who are tenured or tenure track, will write a clear scholarship plan and submit it to their division chair/program director if you have one, or dean if you don't. Deans in all schools will also review the plans. Once approved by Deans, this first wave of plans will go to the VPAA for review as well. Once reviewed by the VPAA and approved (if edits are needed they will be discussed with Deans), faculty will then begin executing the plans in the Spring.

Progress on plans will be further evaluated in the May annual review or portfolio. Feedback from those evaluations will be critical for progress and should be taken very seriously. The scholarship plan progress report will be thorough and detailed. In addition, the scholarship plans will be revised, if needed, and resubmitted no later than the end of August. The plans will continue to be implemented, and progress tracked. The scholarship plan progress will be reviewed again in January to ensure faculty are making progress and to review and understand potential resources needed by faculty to be successful. Faculty showing no progress or very little progress on scholarship will have a conversation with their deans to determine next steps. The goal with scholarship is not to hope for minimum compliance but to encourage robust work and find ways to support creativity, innovation and progress. If it is possible to involve students in your professional scholarly work, that would be excellent. But, regardless, the goal is productive output. In addition to doing scholarly work, faculty are expected to look for grant opportunities to support their scholarly work and to reach out to create internal and external collaborations to help launch and strengthen projects. Collectively, we will work out the support structures needed as we progress.

Because every discipline is somewhat different, supervisor review of proposed scholarship plans is important to set the bar for performance properly. Faculty are content experts but rank promotion is a university process based on judgement of standards in a complex matrix of discipline variance. Consequently, the Scholarship Equivalency Document is a good reference to gain insight into scholarship options. We are currently not using the point system verbatim, but it can serve as a reference for setting expectations. It is critical that faculty carefully plan work load with chairs and program directors to ensure time for scholarly work.

2.6-c. The Rank of Full Professor

Faculty members with the rank of Associate Professor and an academic terminal degree may apply for the rank of Full Professor after a minimum of six years post-tenure as an Associate Professor (minimum 12 years of full-time employment at Walsh University). Advancement to the rank of Full Professor is a significant achievement in a faculty member's life. The rank of Full Professor indicates that a faculty member, after typically more than a decade of dedicated work and substantial contribution to academia, has proven him/herself as a scholar, master teacher and leader both at Walsh University and at least regionally or perhaps nationally. A faculty member must demonstrate a consistent and substantial record of original peer-reviewed publication in reputable peer-reviewed sources for advancement to the rank of Full Professor. Significant original scholarly achievement is the main criterion for the rank of Full Professor, such that publications must include peer-reviewed articles, book chapters, books or presentations with some at the national or international level. This may also include delivering plenary sessions at national and/or international conferences in addition to peer-reviewed publications. Earning this rank will be challenging and is necessarily so. The academic reputation of any university, to a large measure, is directly related to the scholarly output of the faculty. Walsh University desires to be counted among the best scholarly universities within the small/medium sized liberal arts schools in the United States. Such a reputation will only happen if Walsh University faculty are publishing in reputable journals, publishing books or book chapters, presenting at major national and/or international conferences and acquiring grants to support such efforts. The university will also, through strategic use of the 8-week schedule, course releases, education, financial support when possible and grant acquisition and implementation support help faculty acquire the time and financial resources to do high-level scholarly work.

Although faculty are responsible for their own time management and making every effort to support their scholarly work with grant funding, the university must also be willing to work creatively to help support scholarly excellence with training through the Center for Academic and Professional Enrichment (CAPE), negotiated time support with Division Chairs, Directors or Deans and helping establish strategic relationships regionally and nationally in tandem with faculty efforts to do so. All faculty who have earned Associate Professor rank, including those who also earn the rank of Full Professor, will participate in post-Associate Professor review (with or without tenure) to keep momentum on excellence and consistency. It is not mandatory for a faculty member to apply for Full Professor, and many faculty have very productive careers as Associate Professors.

Requirements for Promotion to the Rank of Full Professor:

Associate professors (tenured or not) must submit a 3-year scholarship plan with annual review. The scholarship plan is critical to create the path to consideration for full-professor and to be in alignment with post-associate professor/tenure review requirement. It is not required that faculty apply for full-professor rank. There are many faculty who work their entire career as very productive associate professors. However, if full professor is a goal, then it is important to know what the requirements are.

1. Faculty member must have the rank of associate professor and have demonstrated consistent output of scholarly artifacts in the form of original peer-reviewed journal articles (in reputable journals) or book chapters or books, either alone or in collaboration with others (internally or externally) since promotion to associate professor. These artifacts must be included in annual performance reviews submitted to supervisors. In addition, such evidence would need to be submitted to RTP when applying for full-professor rank.
2. Faculty member must have demonstrated consistent excellence in teaching, service and mission alignment since being hired as faculty at Walsh University. The evidence would be documented in the faculty member's portfolio submissions since being hired and would include analytics on student feedback year-over-year, self-assessment based on benchmarks set forth in this faculty handbook for faculty expectations and faculty member response to evaluation data submitted by supervisors and RTP committee members.
3. Portfolio review is required by two different external experts in the applicant's discipline/field of study, one chosen by the faculty member and the other chosen by the Dean of the School. These reviewers, both with the academic rank of Full Professor, will serve as external subject matter experts to provide feedback and analysis of the submitted portfolio in addition to the usual RTP committee process. Results from these external experts will be submitted to the faculty member involved, RTP committee members and all pertinent supervisors. If the recommendations of RTP advance to the VPAA, the original data from the external reviewers will also be submitted.
4. After the RTP Committee forwards a recommendation to the VPAA, the VPAA will do an independent analysis of the portfolio information and then will either reject the application or make a recommendation to the President for promotion. The President of Walsh University has the final decision regarding promotion to the rank of Full Professor. The VPAA will meet with the faculty member involved to either congratulate the faculty member or to discuss rationale for rejection of the portfolio if that is the outcome prior to submission to the President.

Scholarship Requirements for Promotion to the Rank of Full Professor:

1. The specific artifacts will vary somewhat depending on the academic discipline involved. For example, the form of scholarly output by a faculty member who is an Associate Professor of Music or Art will be very different from an Associate Professor of Chemistry. See the Scholarship Equivalency Document as a reference (Scholarship Equivalency Document).
2. The core requirement is, however, original peer-reviewed scholarly output. For most disciplines, this will be in some combination of the following at the national or international level :
 - published articles in reputable academic peer-reviewed journals
 - book chapter(s) in a reputable peer-reviewed book
 - authoring and publishing a complete book in one's area of expertise
 - peer-reviewed regional, national and/or international conference presentations
 - doing a plenary presentation at a major national meeting of peer scholars

Local or state-level work, while important in general, may not be considered strong enough by itself for full professor-level work unless there is some specialization or over-riding reason why it should. Such a case can be made with the Dean and considered for approval by the VPAA. Serving as an invited speaker at other universities in front of peer experts, at national or international conventions of peer experts and/or serving on panels of experts in the faculty member's area of expertise, also count as scholarship, but not as a substitution for publications indicated above. Faculty at this level are certainly encouraged to find collaborators at other institutions who might help launch such efforts.

3. For faculty members in the Visual and Performing Arts (VPA), scholarship may take the form of creative work produced and performed for peer-review or critique. In some cases, such work may be published in a journal, but generally, VPA creative work is performed or showcased. For full professor-level work, such performance or showcasing must be at a national or international level.
4. Serving as a peer reviewer for high-impact journals or the publishing of a book will also be considered scholarly work but must be combined with original scholarly work as well. Such review work does not substitute for published scholarly output, but rather provides a broader impact for faculty as academic professionals and more visibility for the university as a reputable contributor to academia.
5. Writing and submitting grants, like serving as a peer reviewer, is also counted as scholarly endeavor, but again, requires original scholarship in addition. Grant submissions do not substitute for published scholarly output, but rather provide a broader impact for faculty as academic professionals and more visibility for the university as a reputable contributor to academia. Grants obtained have greater impact than just grants submitted.
6. All scholarly work must be articulated annually, both conceptually and with progress reports and/or artifacts when complete, in faculty scholarship plans to show progress year-over-year. Such documentation will be submitted in both RTP portfolios and annual faculty performance reviews, which are also submitted with all portfolios.
7. Since it is possible for clinical and professional faculty with terminal degrees to advance to the rank of clinical or professional full professor, scholarship requirements are adjusted accordingly. Published original peer-reviewed articles (1-2 post-associate professor) are also required but would fit the academic clinical or professional journals involved. For example, the American Journal of Nursing as opposed to American Nurse (more of a trade journal) or the Journal of Accounting Research versus a non-scholarly magazine like Accounting Today.

Lastly, the university will make every effort to provide resources to the Faculty Development Fund to help support travel and conference fees for faculty presenting scholarly work and doing professional development. However, such funds are budget dependent and may not always be available. Faculty should make every effort to secure grant or project funding to help support travel and professional development when possible. It is understood that not all grants support travel or presentation costs.

Example of acceptable scholarship activity, during the six years post tenure, for a tenured associate professor seeking promotion to full professor. This is only one of many examples that could be generated.

Faculty member will have a reduced teaching load for some years, advising load of 10-20 students, a robust scholarship plan being executed, one committee leadership role every three years

- At least two original peer-reviewed articles published in reputable academic journals or one article and one book chapter or one book published, and;
- Annual conference posters, conference presentations or published articles in lower-level academic journals or professional magazines
- Two grant applications submitted
- At least one external collaboration well-developed and productive
- Serving as a peer reviewer for at least one reputable academic journal

The division chair, program director and/or dean must be consulted to verify the quality of work and progress annually. This work is in addition to all work done to earn tenure and associate professor. **This is an example, not a checklist for all.**

Because every discipline is somewhat different, supervisor review of proposed scholarship plans is important to set the bar for performance properly. Faculty are content experts, but rank promotion is a university process based on judgement of standards in a complex matrix of discipline variance. Consequently, the Scholarship Equivalency Document is a good reference to gain insight into scholarship options. We are currently not using the point system verbatim, but it can serve as a reference for setting expectations. Faculty should discuss scholarship plans with colleagues, supervisors, deans and the VPAA whenever needed.

2.6-d. Support for Faculty Scholarship at Walsh University

Faculty at Walsh University must be excellent classroom and/or online instructors. The student learning experience is paramount to good retention and an excellent graduation rate. In addition, faculty are expected to engage in service, advise typically less than 30 students, advise student clubs, serve as honors thesis mentors, attend campus activities, engage in governance activities, serve on task forces as they are needed and a myriad of other time-consuming activities that are student focused. In addition, unlike larger research universities, faculty at Walsh University have higher teaching loads (normally 24 credit hours per year but could be up to 30 credit hours as determined by the financial needs of the institution and workload needs of the academic Schools) and are expected to engage the campus community significantly. In addition, faculty are also expected to engage in scholarship commensurate with their academic training (career track). Publishing in reputable peer-reviewed journals, writing books or book chapters, doing conference presentations, posters, student research and finding/writing/submitting grants and other scholarly activities requires concentrated time, effort, and energy. Walsh University is setting the bar high for faculty scholarship, but in doing so, it is critical to also help make sure faculty have time for scholarship, support training in grant writing, reflection, and analysis. Here are the core support mechanisms in place to help faculty ramp up and sustain scholarly work:

- 1. Education through CAPE**

All faculty will have access to sessions sponsored by CAPE to help learn about grant opportunities, grant support and the ongoing process of becoming known in the granting world. These sessions will always be recorded for 24/7 availability to review. In addition, sessions will also be available regarding best practices in scholarship planning and execution in the small university setting. Here are links to current resources:

<https://portal.walsh.edu/resources/grants-sponsored-research/>

<https://portal.walsh.edu/resources/institutional-research/teaching-learning-resources/>

- 2. Faculty Development Fund (FDF)**

When available, the FDF provides some support for conference registration and travel for faculty presenting scholarly work, especially at the national level. The FDF may or may not be available in a given academic year depending on the university budget needs, but when available, faculty are welcome to submit requests to support scholarly work.

- 3. Release time**

School deans are authorized to negotiate course release time within schools to help faculty with well-planned scholarly activities to be given additional free time for such work. The faculty member will need to report progress and show artifacts as a result of being given release time.

This is not automatic and depends on the school's needs for teaching load management. The VPAA must approve all recommended release time.

4. **Strategic schedule adjustment**

With our current 8-week structure, division chairs and program directors with dean approval can adjust the teaching schedule of a given faculty member to create open time for scholarly pursuits. This must be negotiated based on solid scholarship plan and the needs of the division, program or school. The VPAA can be involved, as needed.

5. **Collaborations with other universities or partners**

Walsh faculty members are encouraged to build relationships with faculty at other universities or collaborators in other organizations to become part of a larger project which may provide funding, structure and support in other ways. Such collaborations can really help launch difficult scholarly projects and catalyze momentum for Walsh faculty members. The deans and VPAA will be actively seeking such partners as well and can often help faculty by doing introductions and establishing a path forward.

6. **Working collaboratively cross-enterprise**

Walsh faculty are encouraged to reach out to on- campus colleagues cross-enterprise to see if projects can be launched together. This is certainly a best in practice for scholarship and will help inter-disciplinarity improve. Faculty can often share workload, resources and talent in creative and innovative ways.

2.6-e. Promotion and Tenure Process

When a full-time faculty member (tenure or non-tenure track) is appointed, rank and career track are established with the VPAA. All faculty, part-time or full-time but not adjunct, will complete a first-year portfolio primarily to assess teaching ability and fundamental fit for the Walsh culture. This will be followed by annual faculty performance evaluations in years 2, 4 and 5 along with 3rd and 6th year portfolios. Faculty are responsible for compiling data and writing the annual performance reviews and portfolios, which are then submitted directly to either a program director, division chair or dean if directors or chairs are not involved. Program directors and chairs will then forward the appraisals or portfolios to deans. Deans will do their analysis and once signed off, will submit documents back to faculty involved for signature. Once the faculty member signs the review or portfolio, it goes back to the Dean. The final signed submission is sent to the VPAA for final analysis. If the documents are portfolios involving promotion or tenure consideration, they will go to RTP, and then they will then be forwarded (if approved by RTP) to the VPAA and then, if approved, to the President who can either approve or deny promotions or tenure applications. The Board of Directors has the decision authority for any tenure action forwarded by the President. The Board of Directors would normally consider Presidential recommendations at the Annual Meeting of the Board in May each year.

Tenure at Walsh University (*currently paused*):

When a faculty member is awarded tenure at Walsh University, it means that the faculty member has, over time (typically 5-7 years) met or exceeded the standards for teaching, scholarship, service and mission alignment as described in this Faculty Handbook. The faculty member must be endorsed by their Division Chair/Program Director, Dean, the Retention, Tenure and Promotion Committee, the Vice President for Academic Affairs and the President of the university before being recommended to the Board of Directors for consideration to award tenure. The university awards tenure because the faculty member is considered a long-term asset to the university's intellectual vibrancy and campus culture and has demonstrated the ability to provide excellent learning experiences to students. A tenured faculty member will be a leader on campus, a role model for other faculty and an ongoing contributor to the

strength of the university internally and externally. Tenure does not guarantee permanent employment but provides additional stability for faculty members relative to academic freedom in scholarship and teaching. However, because Walsh University is a faithfully Catholic institution, faculty cannot be hostile to the Catholic Magisterium or behave in a professional manner contradictory to the mission of the university (see the Walsh University Employee Handbook and the Code of Ethical Conduct). To be clear this kind of regard can apply to any faculty member who shows consistent excellence and engagement, however, tenured faculty are held to a higher standard as scholars and leaders.

Responsibilities of Tenured Faculty at Walsh University:

When a faculty member is awarded tenure at Walsh University, it means that the faculty member has the responsibility, as a leader, to be productive and engaged. Tenured faculty, like all members of the campus, must abide by the Walsh University Employee Handbook, the Code of Ethical Conduct and the Faculty Handbook. Specifically, tenured faculty must continue to produce scholarship commensurate with their faculty career track, seek and acquire grants as often as is reasonably possible and build relationships with colleagues (academic, business or government) outside of Walsh University. Additionally, tenured faculty are expected to continue as excellent instructors, mentors and colleagues, focused on student success and advancing the university with their talent and work ethic. Earning tenure is both an honor and a responsibility. Tenured faculty, as campus thought leaders and scholars, are expected to work collaboratively and productively with administrative leadership to advance the common good on campus. This means engaging in challenging discussions, advocating for and helping advance productive change, communicating factual information and data to faculty colleagues to help keep everyone informed and engaged, while modeling civility and productive discourse. These are truths for all faculty, but especially for tenured faculty members.

Earning Tenure at Walsh University:

The process for applying for tenure at Walsh University involves annual faculty performance review evaluations in accordance with the policies and processes set forth by the Retention, Tenure and Promotion (RTP) Committee as approved by Faculty Senate, the Vice President for Academic Affairs and the President of the University. This includes various portfolios, receiving and acting on feedback and ultimately meeting or exceeding standards to be considered for tenure. If a faculty member is recommended to the President for tenure by the VPAA, and the President recommends the faculty member to the Board of Directors and they approve, then the faculty member will start the post-associate professor/tenure review process during the following academic year.

Revoking Tenure and Loss of Employment:

Tenure was originally created to help protect academic freedom at universities, especially in faculty scholarly pursuits and in the expression of dissenting views. A tenured faculty member does not have an absolute guarantee of permanent employment. Tenured faculty can be terminated from employment in a variety of situations, such as:

1. The academic program in which the faculty member teaches is discontinued for any reason (usually loss of market demand or lack of viable enrollment). In such a case, the tenured faculty member may be extended and then released from the university (or reassigned depending on knowledge/skills and available university need) at the end of the next academic year following the year in which the program was stopped, if the faculty member is in good standing and the university has the resources to support the employee.
2. A serious breach of the Walsh University Employee Handbook applicable policies and procedures and/or the Code of Ethical Conduct which might include things like creating a hostile work

environment, unethical behavior, alcohol or drug abuse, social media activity that brings discredit or embarrassment to the University or is hostile to another person, shows violence against another employee or a student, verbal abuse or bullying of colleagues or students and/or other egregious and unacceptable actions can result in immediate termination of employment for all employees, including tenured faculty.

3. Consistent poor performance as a professional in teaching, scholarship, service and/or mission alignment with no change in performance despite feedback from peers and/or supervisors would be grounds for loss of employment. This would be reflected in poor annual reviews, lack of scholarly output, consistently poor student evaluations and/or serious lack of engagement with campus culture as some examples. The faculty member will know in advance, that if performance does not improve by defined benchmarks, then their employment could terminate.
4. Institutional financial exigency which would, in essence, be a serious financial crisis in which employees would need to be terminated as a consequence of the institution's need to survive. In this case, all employees on campus are subject to termination of employment as needed to ensure the survival of the institution, including tenured faculty.

2.6-f. Retention, Tenure and Promotion Committee

The Retention, Tenure and Promotion (RTP) Committee at Walsh University is composed of eight tenured faculty and two clinical faculty. The co-chairs of RTP (one faculty member who is predominately teaching in undergraduate programs and one in graduate programs) are always tenured faculty members. This group has enormous responsibility to uphold professional standards so that faculty members going through the RTP process receive accurate formative and summative feedback to increase the odds of their success. Earning tenure should not be easy or just a matter of checking boxes. RTP members must judge submitted work, evaluations and other data to ensure that faculty members meet or exceed expectations in teaching, scholarship, service and mission alignment for tenure and promotions. Timely submission of portfolios to RTP by faculty is a professional responsibility, and RTP is obligated to complete their analyses quickly and efficiently based on their pre-established timelines. Faculty members must take feedback from RTP, program coordinators, division chairs, deans and the VPAA seriously during the RTP process. This feedback is meant to ensure that a faculty member knows where he/she stands relative to standards and performance expectations so that he/she can adjust as needed to be successful. If a faculty member is struggling in the RTP process, he/she is expected to have conversations with his/her supervisor. Proactive management of issues is always a better path.

Process for Faculty Annual Performance Reviews and Portfolios (applies 2024-25 & forward)

- **First year portfolio**
 - New faculty compile and submit a first-year portfolio with contents described earlier in this handbook. The first-year portfolio will include Fall 1 and Fall 2 IDEA data from courses taught, classroom observation data from a supervisor, short narratives as instructed and an updated CV with a first scholarship plan draft. When completed and signed off by supervisors and the faculty member, the portfolio is submitted to RTP committee to be placed on the RTP SharePoint site for VPAA review. If any issues arise, the VPAA will reach out to the faculty member to discuss the issues, so the faculty member has a chance to address the concerns. Deans will be notified to help as needed. After any issues (if they exist) are resolved, the completed First-Year portfolios are due to Deans in February of the first year employed.

- **Second year**
 - Due in May of year 2, faculty compile, sign and submit to division chairs or program directors an annual performance evaluation. This includes all pertinent evaluative data, an updated CV and a scholarship plan update and progress report.
- **Third year**
 - Due in spring of year 3, faculty compile and submit a complete 3rd year portfolio. This is the pre-associate professor portfolio (pre-tenure for tenure track faculty) and is also a critical pivot point for career track decisions. This full portfolio includes all pertinent evaluative data, an updated CV, a scholarship plan update and progress report.
- **Fourth and fifth years**
 - Due in May of years 4 and 5, faculty compile, sign and submit an annual performance review. This includes all pertinent evaluative data, an updated CV and a scholarship plan update and progress report.
- **Sixth year**
 - Due in November of year 6, faculty compile and submit a complete 6th year portfolio. This is the associate professor portfolio (and tenure for tenure track faculty). This full portfolio includes all pertinent evaluative data, an updated CV, a scholarship plan update and progress report.

The timeline for annual RTP activity is listed below. This timeline may vary slightly year-to-year, but any changes will be made public before September 15th of that academic year by RTP leadership.

2.6-g. Faculty Portfolio

A faculty portfolio is a set of digital documents describing the cumulative work of the faculty member. This portfolio will continue to build over the faculty member's career. A portfolio is developed from a variety of sources, each of which documents the faculty member's effectiveness in teaching, scholarship, program assessment, service and mission alignment. The portfolio consists of no more than two volumes. The contents of Volume I, described below, comprise the most significant documents verifying a faculty member's performance in teaching, scholarship, program assessment, service and mission alignment. Volume II is an appendix containing additional supporting items or evidence of work completed. Faculty members should be selective in deciding which material to include in Volume II. It should not be treated as a catchall of every artifact that might have related, even tangentially, to the faculty member's accomplishments in teaching, scholarship, and service; rather, it should highlight the best of what the faculty member has done. Faculty portfolios of more than two volumes will be returned for revision. Division Chairs, Program Directors and/or Deans will help faculty navigate the portfolio process.

Portfolio Contents:

Normally, faculty members will prepare a portfolio in the first, third, and sixth years of their full-time employment at Walsh University. Faculty members hired with, or later granted, one or more years of advanced standing towards tenure or promotion or both will follow a timeline agreed upon between themselves and the VPAA. Applying for the rank of Professor will also require a full portfolio.

A. Volume 1: Four Chapters

1. Chapter One

- Sixth-year summative evaluation from Faculty Retention, Tenure and Promotion Committee

- Sixth-year summative evaluation from dean/chair/director
- Faculty member's sixth-year summative self-evaluation. The summative self-evaluation should address in detail how the faculty member's philosophy and practice in the areas of teaching, scholarship, program assessment and service align with the mission of the University.
- Current curriculum vitae (CV)
- Sixth-year formative teaching evaluation to include:
 - Report of chair's classroom visit
 - Results of "Student Evaluation of Instructor" questionnaire
 - IDEA evaluations (current semester) with analysis and commentary
- Fully updated scholarship plan with results from the last six years and proposed activity going forward
- Fifth-year dean/chair/director performance review commentary
- Fifth-year faculty annual performance review report
- Fourth-year dean/chair/director performance review
- Fourth-year faculty annual performance review report
- Pre-tenure (associate professor)/third-year VPAA review
- Pre-tenure/third-year summative evaluation from Faculty Retention, Tenure and Promotion Committee
- Pre-tenure/third-year summative evaluation from division chair or program director
- Pre-tenure/third-year summative self-evaluation. The summative self-evaluation should address in detail how the faculty member's philosophy and practice in teaching, scholarship, program assessment and service align with the mission of the University.
- Current curriculum vitae (CV)
- Pre-tenure/third-year formative teaching evaluation to include:
 - Report of chair's classroom visit
 - Results of "Student Evaluation of Instructor" questionnaire
 - IDEA evaluations (current semester) with analysis and commentary
- Copy of the scholarship plan submitted in year three
- Second-year dean/chair/director annual appraisal
- Second-year faculty annual performance review report
- First-year Vice President for Academic Affairs review
- First-year review by dean/chair/director
- First-year summative evaluation from dean/chair/director
- First-year summative self-evaluation. The summative self-evaluation should address in detail how the faculty member's philosophy and practice in the areas of teaching, scholarship, program assessment and service align with the mission of the University.
- Current curriculum vitae (CV)
- First-year formative teaching evaluation to include:
 - Report of chair's classroom visit
 - Results of "Student Evaluation of Instructor" questionnaire
 - IDEA evaluations (current semester) including analysis and commentary
- First year scholarship plan

2. Chapter Two

- Teaching and Program Assessment Narrative

3. Chapter Three

- Scholarship Narrative and Scholarship Plan

4. Chapter Four

- Service Narrative

B. Volume 2: Supplemental and Supporting Documents

Portfolio documents must have proper signatures, all pertinent information and be available as PDF documents.

2.6-h. Post-Associate Professor/Tenure Review

Unless hired otherwise, most faculty will follow a 5-7 year process to be considered for advancement to Associate Professor (with or without tenure). With continuous improvement as an operational theme, Walsh University faculty are expected to be self-critical professionals.

This section will describe the philosophical considerations for post-Associate Professor/Tenure review and the practical aspects. Normally, Associate Professor rank and/or tenure are awarded at the Board of Directors' Annual Meeting in May of a given academic year if the President forwards any recommendations.

Statement of Philosophy:

Earning Associate Professor rank (with or without tenure) is a significant professional achievement for faculty at Walsh University. For most, this is the result of at least six years of consistent high performance in teaching, scholarship, and service with demonstrable mission alignment. All faculty, but especially Associate Professors, are viewed as important assets for Walsh University and represent the future, if not current, academic leaders on campus. In addition, when tenure-track faculty are also awarded tenure by the Board of Directors, it means that the current tenured faculty, RTP, the VPAA, and the President were convinced by the evidence presented in the RTP process that the faculty member is not only a strong student educator but has also demonstrated robust classical scholarly achievement critical to the academic reputation of the university. Robust post-tenure/associate professor evaluative reviews are essential to the ongoing professional development of our faculty and the health of the university. Associate Professors, tenured or not, and Full-Professors are expected to be our most productive and active professionals in the faculty ranks. These individuals have proven themselves over time as scholars and also should be teaching at best-in-practice level. These individuals shall be intimately engaged on campus as thought leaders and influencers.

Expectations for Post-Associate Professor/Tenure Review

1. Once advanced to Associate Professor, with or without tenure, faculty members will prepare and submit an updated three-year scholarship plan to his/her supervisor by the Wednesday of the first week of classes of Fall 1. The scholarship plan provides a clear path forward for faculty planning, grant acquisition efforts and divisional/school time and resource management. The scholarship plan must be approved by a direct supervisor and the school Dean. Deans will summarize and present scholarship plans to the VPAA during Fall 1. The structure of these scholarship plans and the ongoing work with them will also be available as training through CAPE.
2. Faculty will do an informal check point on scholarship progress with their supervisors/Deans no later than January 15th every year to determine if there are unforeseen obstacles that need to be managed to help faculty increase the opportunities for success. This checkpoint would not require a formal report, but the review in May of each year, during the faculty annual self-report

process would require evidence of progress (progress report, draft manuscripts, draft chapters, final artifacts, etc.).

3. Once advanced to Associate Professor, with or without tenure, the faculty member will continue to provide an annual report of student feedback analytics. Faculty at this rank level must continue to perform teaching with excellence and effectiveness. Supervisors, Deans and other ranked faculty peers would be involved in classroom visits and mentoring, as needed, to create a vibrant and robust culture of intellectual activity in classes and labs. Reports from these visits would be primarily formative, unless there are issues that need to be addressed, then the supervisor/dean may include specific required tactical adjustments as part of annual goal setting for the faculty member.
4. Associate Professor and Professor-ranked faculty, to an even greater degree than early-career faculty, are expected to help create collaborative and professional relationships with colleagues at other colleges and universities, especially for scholarly work, but also to help diversify the intellectual experience of our campus life. Building a network of potential invited faculty experts, research/grant collaborators and simply engaged colleagues will help Walsh University advance its intellectual reputation and help faculty build longer-term collaborations for teaching, scholarship and enrichment of our campus intellectual life.
5. It is desired that Associate Professor and Professor-ranked faculty would provide significant involvement in leadership roles on campus to help serve the common good. Leading in shared governance, leading or serving on critical task force reviews, leading in Faculty Senate or any number of other groups are just a few examples. In addition, ranked faculty work collaboratively with administrative leadership cross-enterprise to help Walsh consider parameters in challenging decision-making. Leveraging the collective intellectual capabilities of our campus is powerful and desired. University administrative leadership values insightful faculty input, and especially encourages ranked faculty engagement to help address complex problems affecting our faith-based campus community.
6. Failure to satisfy the post-Associate Professor (with or without tenure) review process is a breach of academic duty and can be grounds for revoking tenure status. Faculty supervisors will review annual performance documents and determine if a faculty member is meeting or exceeding expectations or not. If not, a performance improvement plan (PIP) will be implemented and resultant adjustments in performance will be expected. Failure to respond to the specifics in a PIP will result in further disciplinary actions including consideration for revocation of tenure status.

Notes:

Having fully engaged, intellectually curious and student-centric faculty at Walsh University is mission critical. Our faculty contribute specialized knowledge to our campus intellectual power, connect us to other universities through key relationships, help secure grants to support strategic research agendas and serve as mentors, trusted confidants and role models for personal and professional development of our students as they become prepared for their life's purpose.

Unfortunately, there is a very real public perception that private universities, like Walsh University, are not worth the financial investment. Polls done by Gallop, Pew Research, McKinsey, Hanover and others clearly show that many parents no longer view more expensive private universities in a positive light. One way to combat this public misperception is to have a campus life that is vibrant, formative, highly engaging and well worth the investment. Having a fully engaged faculty at all levels ensures that students receive the quality instruction they deserve and that vital contributions toward the university's reputation continue. Walsh University sees great value in having faculty with long careers at the

university, contributing substantially to the reputation and quality of campus life and intellectual richness. This handbook is simply putting systems in place to set clear expectations for our faculty, provide proper support mechanisms to encourage success and reward ongoing excellence in meaningful ways while ensuring accountability and alignment with professional standards.

2.6-i. Program Review

Academic units are required to engage in annual program reviews, as outlined in Walsh's Program Review Policy. Every five years, academic undergraduate and graduate programs will need to complete a comprehensive program review. Program reviews are a collaborative effort between the program and its division or school. The review process is guided by the Office of Institutional Effectiveness and Assessment.

Program review is an evidence-based, improvement-oriented effort. The overriding purpose of program review is to identify strengths and opportunities of academic programs and identify the degree to which the institution is using its resources effectively and efficiently to ensure the highest level of academic quality consistent with Walsh University's mission and in alignment with institutional accreditation requirements.

Annual reviews give programs the opportunity to reflect on institutional priorities. The annual program review process also allows programs to align the existing assessment process with the university's strategic planning and budgeting processes. During the fall semester, all academic programs currently not undergoing a comprehensive review will receive a response form for the annual program review along with access to program data such as enrollment, retention, and completion reports. Program directors or chairs will be asked to submit the completed response form by the end of January.

The comprehensive program reports combine the results of the annual reports with additional questions designed to promote deeper reflection about the program's effectiveness. This multi-year report allows units to engage in a deeper self-study, to identify important issues and challenges, to get support and suggestions on how to meet those challenges, and to communicate priorities to the academic leadership. Comprehensive program reviews will be conducted on a rotating basis. Each year, several programs will be identified to be reviewed during the following academic year. During the fall semester, the programs that had been identified will receive a data sheet along with a response form from the Office of Institutional Effectiveness & Assessment. Program directors or chairs will be asked to submit the completed response form by the end of January.

The Program Review Committee provides formative feedback for the annual program reviews and summative feedback for comprehensive reviews. The committee will make recommendations for actions to the program and to the Office of Academic Affairs for resource allocation in alignment with the strategic plan.

2.6-j. Faculty Scholar Program (*currently paused*)

The Faculty Scholar Program gives members of the University faculty the opportunity to complete research within their fields of expertise specifically for the purpose of generating scholarship. One of the core values of Walsh University is excellence in the teaching/learning process. This program affirms administrative recognition of the compatibility of teaching and scholarly research and our commitment to retaining and rewarding active scholars on our campus. The availability of the faculty scholar program

is budget dependent because release time is involved. The VPAA will inform the faculty by July 15 if the program is available in any given academic year.

Description:

The Faculty Scholar Program allows a faculty member to be released from one course during any academic term (8-week term) to pursue a research project intended for publication. Faculty scholars must apply to be considered and must have Dean approval to move forward for submission. The faculty scholar program will remain on pause.

Conditions:

A faculty scholar must be a full-time member of the faculty.

A faculty scholar must remain in residence at the University during either of the two regular terms of the academic year. There is no residency requirement during the summer session. The stipend is intended to support faculty during eight consecutive weeks of research and writing.

Being a faculty scholar does not constitute a break in full-time employment at the University and will be considered part of the service requirement for tenure, promotion, or sabbaticals. Faculty scholars will make a formal presentation of their research to the campus community in the term following that in which the release time is awarded.

Faculty scholars must acknowledge Walsh University in published materials resulting from research activities supported through release time. Faculty are eligible for the faculty scholar program once every three years.

Research Projects:

Projects must be intended to result in original scholarly publication and to promote the applicant's professional development. Projects already in progress and projects of longer duration than a single academic term qualify to be considered. Projects initiated by invitation will be given priority in the selection process. Faculty scholars whose research projects entail professional travel must, in addition, submit a faculty development fund application following faculty development guidelines, prior to travel.

Application Procedures:

The application process for the Faculty Scholar Program will be reformulated in consideration of the possibility of relaunching the program in the future.

The committee selecting faculty scholars will consist of the Vice President for Academic Affairs (serving as Chair), one Dean, one Division Chair, the FDF Facilitator and two faculty selected by the Faculty Senate Chair. An application must include the following:

- A current curriculum vitae.
- A letter of application that states the term for which the candidate is applying to the program and the course for which the applicant seeks release time, if applicable.
- A project summary, including a description of the project's significance to the field, not to exceed three pages.
- Any other relevant documentation such as a letter of invitation or a letter of support from dean/chair/director, etc.
- A scholarly agenda and timeline.

Two copies of the application must be submitted to the Office of Academic Affairs on or before the appropriate application deadline.

The Faculty Scholar Selection Committee will review applications and notify applicants by mail. The committee's decision will be final. The committee is not required to select a faculty scholar during any particular term.

At the conclusion of the term in which a faculty member has received a faculty scholar award, the faculty member will submit a report to the VPAA on the results of the project. The report should document the work completed.

2.6-k. Mentoring of New Faculty

When faculty are hired full-time into the Walsh University community, our goal is to provide opportunities for growth, development and success. The Center for Academic and Professional Enrichment (CAPE), a faculty-driven resource providing training, learning and development opportunities in addition to the Faculty Development Committee of the Faculty Senate are formal groups dedicated to faculty advancement and support. In addition, the Retention, Tenure and Promotion Committee leadership group will offer orientations sessions to help navigate first-year portfolios and faculty transition in general. Details about these opportunities will be emailed to you upon hire.

2.6-l. Faculty Awards (*currently on pause/no monetary award available at this time*)

- Outstanding Faculty Scholar Award
- Outstanding Faculty Teaching Award
- Outstanding Faculty Service Award

Eligibility (must meet all):

- Candidate must be full-time faculty
- Candidate must be in good standing (not on a PIP* or being disciplined otherwise) for the award area
 - *Note: a PIP is a Performance Improvement Plan
- Faculty must not have won the award in the previous two years.

Nomination procedure:

- Self- or peer nomination letter recognizing efforts in the award area
- One additional support letter (indicating the award area) from another Walsh University Faculty member (to second the nomination) signed and placed in sealed envelope with signature
- Nominator (peer or self) must submit the nomination letter and letter of support to the Faculty Affairs Committee Chair
- Deadline: September 30th, annually

Criteria for Selection:

- Once the nomination is received by Faculty Affairs Committee Chairperson, an email acknowledgement will be sent to the candidate for the award they were nominated for indicating specific items needed for submission. The email will state that the candidate must

accept or decline the nomination by a stated deadline OR it can include a 'Request a Read Receipt' to ensure the recipient received the email acknowledgement.

- The candidate must accept the nomination by providing the following documents/information to the Faculty Affairs Committee Chairperson so that the award selection process may proceed:
 - CV with up to the last three years of recent works.
 - Documents for support in areas of teaching or other service areas not on CV or from the past three years' IDEA forms, peer evaluation for teaching, and service or teaching items.
 - Name of his or her chair or supervisor (accepting nomination or self-nomination indicates permission for the Faculty Affairs Committee Chair to inquire as to benchmark status in the award area).
- The nominated faculty member must submit all documents in a sealed packet and send via interoffice mail to the Faculty Affairs Committee Chairperson to be considered for the next step in selection criteria. The annual deadline is October 30th.
- The Faculty Affairs Committee Chairperson will then email the chair/supervisor to inquire about benchmark status in the area of nomination.
- The Award Selection Committee will consist of the committee chairs of instruction and Academic Policy (IAP), Graduate Council, Faculty Senate, and Faculty Affairs who will meet preliminarily to review and evaluate the candidates.
- These four independent reviewers will assess the candidates using the Faculty Award Evaluation Categories for each award area.
- Recipients of the faculty awards will be announced at the last Faculty Senate meeting of the fall semester to ensure record keeping.
- Winners will be acknowledged publicly at a campus event or through a campus-wide announcement.

Faculty Award Evaluation Categories:

The following categories can be used as guidelines to determine exemplary performance. There is no expectation that all categories must be fulfilled.

Teaching:

- Teaching recognition nomination
- Teaching award recipient
- Development of new course(s)
- Development of or modification to a program
- Significant work on accreditation preparation/submission
- Directing independent studies or projects (research, honors, etc.)
- Experimenting with new tactics in teaching and learning consistent with best practices
- Significant involvement in student mentoring and advising
- Significant work in program review (data collection, writing, revisions, etc.)
- Excellent student reviews through IDEA documents
- Other

Scholarship:

- Publication in a national, peer-reviewed journal, book chapter, or book; any order of authorship
- Newsletter contribution

- Invited articles or presentation(s) (non-peer-reviewed)
- Desk reference entry
- Included student(s) as co-authors on a publication.
- Publication is understood as "published," not "in press" or "accepted."
- An oral or poster presentation at a national or international refereed conference
- An oral or poster presentation
- Included student(s) as co-author for an oral or poster presentation
- Keynote speaker at a conference
- Edit a professional journal or book
- Significant website development or peer-reviewed monograph
- Publication of a government report. Publication is understood as "published," not "in press" or "accepted"
- Grant submitted/awarded

Service:

- Service on one or more University committee(s) or task force(s)
- Service to division, department, program or school
- Service to a professional association(s)
- Participating in organizing or running meetings, workshops, seminars, lectures or non-credit courses
- Consulting assignments of a professional nature that benefit the university
- Service as a referee for a professional or scholarly publication or granting agency or professional conference
- Service to the community
- Extraordinary student advising/mentorship in addition to formal advising
- Leadership with student groups (club faculty advisor, faculty lead on special trips like honors, etc.) and others.

2.6-m. Sabbatical Policy and Guidelines

Following the approved process for applying for a sabbatical and upon recommendation of the Vice President for Academic Affairs (VPAA) and with the approval of the President, the university may grant a sabbatical leave for a faculty member who is eligible.

Rationale:

In a continuing effort to strengthen and build upon the institution's academic foundations and achieved standards of excellence, Walsh University supports its faculty members' efforts toward personal and professional development. Sabbaticals are an important component of faculty growth and institutional excellence. Sabbaticals are expected to enhance teaching effectiveness, enrich scholarly endeavors, and/or develop and improve academic programs.

Sabbaticals provide faculty opportunities for continued professional growth and new, or renewed, intellectual achievement through study, research, writing, artistic creation, and travel, among other activities enhancing personal and professional development.

Eligibility:

Full-time tenured, non-tenured and clinical/professional members of the faculty who have served for at least eight consecutive years are eligible to apply for sabbatical leave.

The VPAA may recommend to the President up to four sabbaticals per year. Full-year sabbaticals are compensated at two-thirds pay, and half-year sabbaticals are compensated at full pay. Ordinarily no more than one faculty member of a discipline shall be on sabbatical leave during any one term. Priority shall be based on rank, length of full-time service, the quality of the proposed project and the manifest importance of the proposed plan to Walsh University (institutionally and at the school level) and to the faculty applicant. A faculty member is only eligible for a sabbatical award once in any 8-year period.

Procedure:

By November 1 of a given academic year, a faculty member shall submit an application for sabbatical leave to the Faculty Affairs Committee and the Vice President for Academic Affairs (VPAA). The Faculty Affairs Committee will evaluate the applications according to the criteria cited in the preceding paragraph and will make recommendations to the Vice President for Academic Affairs by January 15 of the same academic year.

The Vice President for Academic Affairs will, in turn, make recommendations to the President, who will make the decision. The decision of the President regarding the application(s) will be communicated in writing to the faculty member(s) no later than 15 working days after the winter Board of Directors meeting (normally, February).

Sabbatical applications shall include a detailed proposal describing the intended project and how that project will benefit both the faculty member and Walsh University. Such proposals may include scholarly projects leading to publication or conference papers, further study, work on advanced degrees, research with or without a grant from a foundation, creation of new courses, exploration of new teaching methodologies, and other work that will lead to professional development and will be of benefit to the University. Faculty whose sabbatical projects entail professional travel, may, in addition, submit a faculty development application per faculty development fund guidelines prior to travel to determine eligibility for some travel support if available.

Conditions:

- The recipient of a sabbatical may accept remuneration from sources outside the University.
- The recipient shall reimburse the University for salary and fringes during the sabbatical leave if he/she does not retain employment for 24 consecutive months following the return from the sabbatical leave. A legal document will be signed related to this condition.
- A period of sabbatical leave shall not be considered as part of the consecutive employment towards subsequent sabbatical leave eligibility. A year of sabbatical leave shall be counted as a year of service to the University for purposes of promotion and towards retirement.
- Faculty may apply for sabbatical leave during the eighth year of consecutive service for sabbatical the following year or half-year.
- The 24 consecutive months owed to Walsh University after sabbatical leave shall be counted in the total time for eligibility for the next sabbatical. In other words, no sooner than 8 years after a return from sabbatical leave.
- Salary and fringe shall be calculated at current rates for the faculty member on sabbatical leave.
- During the academic year in which the sabbatical occurs, the recipient will not serve on any standing or ad hoc committees of the University. Terms of service on committees to which a

faculty member has been elected, however, will not be shortened by a sabbatical. Sabbatical recipients will resume their terms of service during the next academic year.

- Sabbatical leave may be granted for one semester at full pay or a full academic year at two-thirds of a year's salary and fringe.
- During sabbatical leave, the faculty member is not eligible to teach as an adjunct at Walsh University or anywhere else. The focus of the paid sabbatical leave is to complete the approved project.
- Within 90 days of their return, the faculty members will submit to the Vice President for Academic Affairs a written report of their activity during the sabbatical leave. In addition, the faculty member will be required to present the results of the leave as a seminar to the Walsh community under the auspices of CAPE.
- Following a decision to deny a request for a sabbatical leave, the President will provide the faculty member with a rationale for the decision either verbally or in writing.

Guidelines for Sabbatical Proposals:

The Faculty Affairs Committee strives to give due consideration to all eligible faculty members for this opportunity. To this end, the Faculty Affairs Committee has prepared this section to highlight the recommended components of a sabbatical proposal. It is the duty of the committee to be fair and objective evaluating and ranking the proposals. By offering full transparency regarding what the committee's expectations are, the committee hopes to make the application process as clear and straightforward as possible.

Applicants should be aware that sabbaticals are awarded on a competitive basis and that the committee has an evaluative and advisory function only, not approval authority. Applicants are encouraged to keep in mind the following general guidelines when preparing the proposal:

- The applicant should demonstrate planning and preparation to reach his or her research goals, both in previous research and in the present project.
- The proposal is clearly written and geared toward a general audience of non-specialists (an interdisciplinary academic panel of peers makes up the committee).
- The applicant addresses all of the elements of the application. (The committee recognizes that project descriptions will vary according to the author's discipline or professional background).

Section 1: Application Materials:

The sabbatical request should include the following items:

- The Sabbatical Leave Application (cover sheet)
- Letter of support from the division chair, supervisor and/or dean
- The proposal with the following sections:

Section 2: Goals and Objectives:

The purpose is to present the overall idea and desirable outcomes. Please describe the nature and significance of the project, including a clear, concise statement of the objectives. Applicants should:

- Explain specific objectives and desirable outcomes of the proposed project.
- Explain the significance of the project to the applicant's field, personal academic development, and the contribution to future programs within the department and University.

Section 3: Benefit:

- Describe the applicant's professional development and how the project will benefit others (e.g. students, campus community, and academic programs) with respect to the University mission.
- Describe the project's impact on the University as an institution, and how the activity will advance one or more components of the University mission.

Section 4: Evidence of Preparation and Project Scope:

In this section, applicant should demonstrate the preparation that has gone into the development of the research project:

- Demonstrate professional qualifications to do the project.
- Present evidence of prior scholarly productivity experience, or expertise to date in the area of proposed research.
- If the research project proposed is a continuation of previous research activities, document how this research represents a new or distinct phase of study.
- If the research project proposed is a departure from previous research activities, explain why circumstances have changed, and how these changes will be approached based on previous research work. The committee may use previous sabbatical reports to provide additional context to the proposal. The intent of the committee is to compare the scope of the project to the previous scholarly output as a way to decide the significance of the project as proposed.
- If the applicant needs approval from the Walsh University Institutional Review Board in order to conduct the work, please be aware of the conditions of the IRB process. The timing of the IRB process means that the approval cannot be granted a year before the sabbatical begins; however, as part of the sabbatical application process the applicant should demonstrate awareness of the requirements by beginning the process.

Section 5: Project Goals and Planned Outcomes:

The applicant should describe how the plan specifically will be done, how it will be accomplished, and the resources/tools/materials needed to do the work. This section may include information oriented towards experts in the field. However, the applicant should communicate clearly the purpose of the project to be understood by non-specialists.

Applicants might use the following questions as guidelines:

- Explain how the proposal will be accomplished.
- Describe specific activities that will be engaged to meet the desired outcomes.
- Include an appropriate method of evaluation if applicable.
- Identify the expected products of the sabbatical: peer-reviewed publication, exhibit, concert or recital; revised course syllabi, updated course/expanded course offerings; new teaching methodologies, technologies or programs; research of teaching/learning effectiveness in the applicant's area of instruction; research proposal; grant proposal; pilot study; photographs; software; CD/DVD/video/digital platforms; transcript; published article/book; annotated bibliography of professional readings; survey results; etc.
- Plans for disseminating outcomes to the academic, professional, or lay communities, as appropriate to the discipline in question.

Section 6: Timeline:

The applicant should give an overview of the project curation in the context of the field studied.

Applicants might use the following topics and questions as guidelines:

- Is the application for a one-year or one-semester sabbatical?
- In what way does this project require a time commitment beyond that involved in the normal activities encompassed in teaching, research, scholarship, and service?
- Describe to those unfamiliar with the work how long certain activities are anticipated to take.
- How does the project plan fit into the available time?
- Indicate clearly what portions of the proposed timeline, if any, have already been carried out, and what will be done specifically during the sabbatical period.
- Use a table or timeline representation depending on what best fits the project.

Section 7: Arrangements with other institutions:

If the project depends on the assistance of collaborators, is occurring at another institution, or involves the use of facilities at another location, including archives, labs, special collections, study abroad centers, laboratories, field sites or other off-campus locations and institutions, please append invitations, letters granting access, space, or support from the relevant authorities. Please include the following information if possible:

- Letters or documents should be on institutional letterhead; if not, they should come from a verifiable professional email address.
- Letters or documents should align with the applicant's expectations that have been detailed in the project plan and demonstrate a broad understanding of what the project entails.

Section 8: Supporting Documents:

- Include a current Curriculum Vitae which focuses on scholarly or creative activities, and professional experiences, especially those relevant to the proposed work.
- Include past sabbatical reports filed by the applicant.
- Include other supporting documents: internal letters, external letters, etc.

Section 9: Ramification for Failure to Complete the Approved Project:

- If a faculty member fails to complete the sabbatical project, the Vice President for Academic Affairs will meet with the faculty member to discuss the situation.
- Depending on the reasons involved, the Vice President for Academic Affairs may consult with the Faculty Affairs Committee to determine a course of action. Legal counsel will be engaged if needed.
- Minimally, the faculty member would be given time to wrap up while back to full employment, maximally the faculty member would have to repay the sabbatical investment to the university and potentially face other legal actions.

3.1 Attachments and References

3.1-a. Relevant Links

Faculty and Staff Directory

<https://www.walsh.edu/directory/index.html>

Academic Services

<https://www.walsh.edu/academic-services.html>

Academics MyWalsh Portal

<https://portal.walsh.edu/academics/>

Advisory Boards

<http://catalog.walsh.edu/undergraduate/advisory-boards/>

Athletic Events

<https://www.athletics.walsh.edu>

Board of Directors

<http://catalog.walsh.edu/undergraduate/board-directors/>

Campus Police

<https://www.walsh.edu/campus-police.html>

CAPE MyWalsh Page

<https://portal.walsh.edu/resources/institutional-research/teaching-learning-resources/>

CARE Team Link

<https://portal.walsh.edu/faculty-home/care-team/>

Chapel

<https://www.walsh.edu/our-lady-of-perpetual-help-chapel>

Cultural Events

<https://www.walsh.edu/events>

Emergency and Weather-Related Closings

<https://www.walsh.edu/emergency-closing-information.html>

Emergency Calls 911

<https://www.walsh.edu/emergency-closing-information.html>

Employee Handbook, Code of Ethical Conduct, IT Info for New Employees

<https://www.walsh.edu/employee-handbooks.html>

Faculty/Staff MyWalsh Portal Page

<https://portal.walsh.edu/faculty-home/>

Fitness/Wellness Center
https://walsh.prestosports.com/Fitness_Center

Food Service
<https://walsh.sodexomyway.com/>

Grants and Sponsored Research Page
<https://portal.walsh.edu/resources/grants-sponsored-research/>

Health Center
<https://www.walsh.edu/health-services.html>

HLC Accreditation Committee MyWalsh Page
<https://portal.walsh.edu/resources/institutional-research/hlc-accreditation-committee/>

Information Systems/Computing Services
<https://www.walsh.edu/information-technology.html>

Institutional Review Board (IRB)
<https://www.walsh.edu/irb.html>

Scholarship Equivalency Document
<https://portal.walsh.edu/resources/institutional-research/teaching-learning-resources/>

Special Events Rental
<https://www.walsh.edu/special-event-facilities.html>

Student Handbook
<https://www.walsh.edu/student-conduct.html>

University Excused Absences for Students
<https://www.walsh.edu/student-conduct.html>

Walsh University Alumni Board
<https://www.walsh.edu/alum/board.html>

Women's Committee
<https://www.walsh.edu/womens-committee.html>