

Calvary University

Handbooks

The Calvary University Handbooks apply to non-student employees and contain two components.

Part A comprises the Staff Handbook.

Part A combined with Part B forms the Faculty Handbook.



15800 Calvary Road
Kansas City, Missouri 64147
816-322-0110
www.calvary.edu

Revised June 2025

*This Handbook is also available on the Calvary website and
in the Faculty/Staff OneDrive on the Calvary network.*

For non-benefit student employment positions, please see the Student Employment Handbook and Student Handbook for policies governing student responsibilities.

CALVARY UNIVERSITY HANDBOOKS PART A

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ITEMS UPDATED IN THIS VERSION

June 2025

Besides various minor changes in grammar and wording and references to specific employee names/titles, the following changes have been made in this version:

Entire document was revised to eliminate the use of second-person pronouns (e.g., 'you,' 'your') in order to maintain a more formal, consistent, and policy-appropriate tone.

All references to Student Development have been changed to Student Affairs.

New policies/sections added or removed

[Artificial Intelligence Policy](#)

Policies/Sections that have been updated

[Classes of Employees](#)

[Computer Use Policy](#)

[Faculty/Staff Meetings and Chapels](#)

[Governance of the University](#)

[Holidays and Breaks for FT employees](#)

[Holidays and Breaks for PT employees](#)

[Key Management policy](#)

[Mail Services](#)

[Moving Expense Reimbursement](#)

[Personal Use of a Calvary Vehicle](#)

[Retirement Plan](#)

[Sexual Harassment and Sexual Violence Response & Title IX Policy](#)

[Sick Leave](#)

[Termination](#)

[Tuition Remission Benefit](#)

[Vacation and Sick Leave for Cabinet Members](#)

[Workplace Posters](#)

[Zero Tolerance Policy: Drug Policy](#)

[University Organizational Chart](#)

[Diversity Committee \(now Access and Engagement Committee\)](#)

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WELCOME LETTER FROM THE PRESIDENT

Dear Bond-Servants of Christ Jesus,

I am grateful for your faithful service and commitment to fulfill the mission of Calvary University "...to prepare Christians to live and serve in the church and in the world according to a biblical worldview."

Every year students apply, are accepted, and attend Calvary University. These students are seeking an education that will instill in them the knowledge, skills, and attitudes necessary for their chosen profession, cultivate their spiritual growth, strengthen their moral character, and develop their abilities as global citizens and leaders (Philippians 1:27). Calvary University students desire more than just training for a career and a life of self-promotion. They seek an education that will impart invaluable transformative qualities of character and mind suitable for their Christian calling along with useful technical skills and knowledge. They want to be equipped for a life of enduring commitment to Christ and instructed to think like Christ, value like Christ, and serve as Christ has called them to serve in the home, church, academy, community, and marketplace.

A Calvary University education is a biblical passport for Christian servants on their path to effectively fulfill the Great Commission (Matthew 28:18-20) and the Great Commandment (Matthew 22:36-40). We offer excellent educational programs and equip students with a biblical worldview to exegete Scripture and culture. We believe that a global Christian guided by a biblical compass is empowered by faith to work and make a lasting contribution for the cause of Christ (James 2:14-18).

Calvary University prepares men and women on their lifelong path to pursue the glory of God. We believe that true success is not just about what you do for a living, but how you live while you make a living. No matter the career you are in, if you are not living a life in the pursuit of God, you will likely choose the wrong job, wrong spouse, and live a self-centered life. That is why Calvary University prepares the whole person for all of life—nothing less.

As fellow bond-servants, you have a vital role in our institution. Your diligent good work makes a lasting impact in the lives of our students and alumni. I give thanks to the Lord for how you demonstrate your spiritual character and values through an unreserved worship of God and a pursuit of Christ-likeness in word, deed, and attitude.

In His service,

Alexander Granados, Th.M., Ph.D.
President/CEO
Calvary University

INTRODUCTORY INFORMATION

HANDBOOK PURPOSE

The purpose of this handbook is to give employees of Calvary University a general understanding of how Calvary views the employment relationship and approaches personnel issues. Any questions about policies or topics covered in this handbook should be directed to the Human Resources Office or the Academic Office. This Handbook supersedes and replaces any and all policies and related materials previously made available.

The President and/or Cabinet are authorized to review, delete, or otherwise change policies, and to make the final determination in interpreting or applying policies. When changes are made, which may happen periodically without advance notice, employees will be kept informed.

Nothing in this handbook, nor any other written or verbal communication pertaining to this handbook, should be construed as creating a contract for employment or a warranty of benefits for any particular period of time. Employees have the right to terminate the employment relationship with Calvary at any time, with or without notice, for any reason. Calvary has the same right to terminate the employment relationship at any time, with or without notice, for any reason not prohibited by law.

All employees are annually required to read and acknowledge that they have read the Handbook at the beginning of each fiscal year (Summer Session 2), and/or at the time they are hired.

STATEMENT OF FAITH AND POSITIONS

STATEMENT OF FAITH

The Scriptures

We believe the Holy Scriptures of the Old and New Testaments to be the verbally and plenary inspired Word of God (Matt 5:18; 2 Tim 3:16-17).

We hold the Bible to be inerrant in the original writings, infallible, God-breathed, and the complete and final authority for faith and practice (2 Pet 1:20-21).

We believe that the Scriptures, interpreted in their normal, literal sense, reveal divinely distinguishable economies in the outworking of God's purposes. These dispensations are not ways of salvation, but rather divinely ordered stewardships by which God directs people according to His purposes. Three of these – the age of law, the age of the church, and the age of the millennial kingdom – are the subjects of detailed revelation in Scripture (Gen 12:1-3; John 1:17; Rom 4:1-5; 2 Cor 3:7-18; Gal 3:13-25; Eph 1:10; Col 1:24-25; Heb 7:19; Rev 20:2-6).

The Godhead

We believe in one Triune God, Creator of all (Gen 1:2; Deut 6:4; 1 Cor 8:6; Col 1:16), eternally existing in three distinct persons – Father, Son, and Holy Spirit (2 Cor 13:14), yet one in being, essence, power, and glory, having the same attributes and perfections (John 10:30).

The Person and Work of Christ

We believe in the deity of the Lord Jesus Christ. He is very God, the express image of the Father, who, without ceasing to be God, became man in order that He might reveal God and redeem sinful people (Matt 1:21; John 1:18; Col 1:15).

We believe that God the Son became incarnate in the person of Jesus Christ; that He was conceived of the Holy Spirit and was born of the virgin Mary; that He is truly God and truly man; that He lived a perfect, sinless life; that all His teachings and utterances are true (Isa 7:14; Matt 1:23).

We believe that the Lord Jesus Christ died on the cross for all people (1 John 2:2) as a representative, vicarious, substitutionary sacrifice (Isa 53:5-6). We hold that His death is efficacious for all who believe (John 1:12; Acts 16:31); that our justification is grounded in the shedding of His blood (Rom 5:9; Eph 1:7); and, that His work on the cross is attested to by His literal, physical resurrection from the dead (Matt 28:6; 1 Pet 1:3).

We believe that the Lord Jesus Christ ascended to Heaven in His glorified body (Acts 1:9-10) and is now seated at the right hand of God as our High Priest and Advocate (Rom 8:34; Heb 7:25).

The Person and Work of the Holy Spirit

We believe in the deity (Acts 5:3-4) and the personality of the Holy Spirit.

We believe that the Holy Spirit convicts the world of sin, righteousness, and judgment (John 16:8-11). He regenerates sinners (Titus 3:5) and indwells believers (Rom 8:9). He is the agent by whom Christ baptizes all believers into His body (1 Cor 12:12-14). He is the seal by whom the Father seals believers unto the day of redemption (Eph 1:13-14). He is the Divine Teacher who illuminates believers' hearts and minds as they study the Holy Scriptures (1 Cor 2:9-12).

We believe it is the duty and privilege of all the saved to be continually filled with the Holy Spirit (Acts 4:31). This filling is commanded (Eph 5:18). Conditions for being filled are yieldedness to the Spirit's control (Rom 8:14) and a dependent life (Gal 5:16). The results of filling are victory over sin, Christlike character, worship, submissiveness, and service (Gal 5:22-23).

We believe that the Holy Spirit gives gifts to each member of the body of Christ (1 Cor 12:11). The Son of God sovereignly assigns the place of the ministry of the gifts in the body, and the Father provides the energy in the outworking of the gifts (1 Cor 12:4-6). Each believer is to exercise his or her spiritual gift(s) for the common good to the building up of the body of Christ (Eph 4:11-16).

We believe that the gift of speaking in tongues, which was a sign to the nation of Israel, and the other sign gifts gradually ceased as the New Testament was completed and its authority was established (1 Cor 13:8; 14:21-22; 2 Cor 12:12; Heb 2:4).

Angels, Good and Evil

We believe in the reality and personality of angels. We believe that God created an innumerable company of these sinless, spiritual beings who were to be His messengers (Neh 9:6; Ps 148:2; Matt 24:31; Luke 1:19; Heb 1:14).

We believe in the personality of Satan. He is a fallen angel who led a great company of angels into rebellion against God (Isa 14:12-17; Ezek 28:12-15). He is the great enemy of God and humanity, and his angels are his agents in the prosecution of his unholy purposes. He shall be eternally punished in the Lake of Fire (Matt 25:41; Rev 20:10).

Humanity

We believe that humanity came into being by the direct creation of God and that humans are made in the image and likeness of God (Gen 1:26-27; 2:7).

Sin

We believe that the human race sinned in Adam (Rom 5:12), that sin is universal within humanity (Rom 3:23), and that sin is exceedingly heinous to God (Ps 5:5). We believe that each person inherited a sinful nature (Ps 51:5), that we became alienated from God (Col 1:21), are totally depraved, and that we are utterly unable to remedy our lost estate by ourselves (Eph 2:1-5, 12). We believe that all people are guilty and in a lost condition apart from Christ (Rom 2:1; 3:10-18).

Salvation

We believe that salvation is a gift of God's grace through faith in the finished work of Jesus Christ on the cross (Eph 2:8-9). Christ shed His blood to accomplish justification through faith, propitiation to God, redemption from sin, and reconciliation of humanity. "Christ died for us" (Rom 5:8-9) and "bore our sins in His own body on the tree" (1 Pet 2:24).

We believe that all the redeemed, once saved, are kept by God's power and are secure in Christ forever (John 6:37-40; 10:27-30; Rom 8:1, 38-39; 1 Pet 1:5; Jude 24).

We believe that it is the privilege of all who are born again to rejoice in the assurance of their salvation through the testimony of God's Word (Rom 8:16; 1 John 5:13). We also believe that Christian liberty should never serve as an occasion to the flesh (Gal 5:13).

We believe that the Scriptures disclose several aspects of sanctification. In addition to God's

work of bringing a sinner to Christ, we are set apart to God. This is positional sanctification and refers to our standing. We then undergo a process whereby the Holy Spirit quickens our affections, desires, and attitudes, enabling us to respond in faith to live a life of victory over sin. This is progressive sanctification and refers to our state (2 Cor 3:18; 7:1; Gal 5:16-25; Eph 4:22-29; 5:25-27; Col 3:10). Someday our standing and our state will be brought into perfect accord. This is prospective, or ultimate sanctification (1 Thess 5:23; 1 John 3:2).

Church

We believe that the church, which is the body and espoused bride of Christ, began at Pentecost and is a spiritual organism made up of all born-again persons of this present age (Acts 2:1-42; 11:15; 1 Cor 12:12-14; 2 Cor 11:2; Eph 1:22-23; 5:25-27).

We believe that the establishment and continuance of local churches is clearly taught and defined in the New Testament Scriptures (Acts 14:27; 20:17; 1 Tim 3:1-13; Titus 1:5-11).

We believe in the autonomy of the local church, free of any external authority or control (Acts 13:1-4; 15:19-31; 28:28; Rom 16:1, 4; 1 Cor 3:9, 16; 5:4-7, 13; 1 Pet 5:1-4).

We believe in the ordinances of believers' water baptism by immersion as a testimony and the Lord's Supper as a remembrance in this age of Christ's death for the church (Matt 28:19-20; Acts 2:41-42; 18:8; 1 Cor 11:23-26).

We believe that the saved should live in such a manner as not to bring reproach upon their Savior and Lord, and that separation from religious apostasy, sinful pleasures, practices, and associations is commanded by God (Rom 12: 1-2; 2 Cor 6:14-7:1; 2 Tim 3:1-5; 1 John 2:15-17; 2 John 9-11).

We believe in the Great Commission as the primary mission of the church. It is the obligation of the saved to witness, by word and life, to the truths of Holy Scripture. The gospel of the grace of God is to be preached to all the world (Matt 28:19-20; Acts 1:8; 2 Cor 5:19-20). Converts are to be taught to obey the Lord, to testify concerning their faith in Christ as Savior in water baptism, and to honor Christ by holy living and observance of the Lord's Supper (Matt 28:19-20; 1 Cor 11:23-29).

Things to Come

We believe in that "blessed hope" (Titus 2:13), the personal, imminent (Matt 24:42, 44; 1 Cor 15:51-52; Phil 3:20; 4:5), pretribulational, and premillennial (Rev 19:11-20:10) coming of our Lord Jesus Christ to rapture His saints and receive His Church unto Himself (1 Thess 4:13-18).

We believe in the subsequent, visible return of Christ to the earth (Matt 24:29-31), with His saints, to establish His promised millennial kingdom (Zech 14:4-11; 1 Thess 1:10; Rev 3:10; 19:11-16; 20:1-6).

We believe in the physical resurrection of all people, the saints to everlasting joy and bliss, the wicked to conscious and eternal torment (Matt 25:46; John 5:28-29; 11:25-26; Rev 20:5-6, 12-13).

We believe that the souls of the redeemed are, at death, absent from the body and present with the Lord, where in conscious bliss they await the first resurrection when spirit, soul, and body are reunited to be glorified forever with the Lord (Luke 23:43; 2 Cor 5:8; Phil 1:23; 3:21; 1 Thess 4:16-17; Rev 20:4-6).

We believe that the souls of unbelievers remain, after death, in conscious misery until the second resurrection when, with soul and body reunited, they shall appear at the Great White Throne judgment and shall be cast into the Lake of Fire, not to be annihilated, but to suffer

everlasting, conscious punishment (Matt 25:41-46; Mark 9:43-48; Luke 16:19-26; 2 Thess 1:7-9; Jude 6-7; Rev 20:11-15).

STATEMENTS AND POSITIONS

Doctrinal Understanding

Students should realize that Calvary will graduate only those who possess a foundational understanding of the Bible and Calvary's doctrinal statement.

Evangelism and Missions

We believe that the "Great Commission" defines the primary mission of the Church. Calvary seeks to incorporate the spirit of evangelism and discipleship into the whole school family, whether in the classroom, in chapel, or in extracurricular activities and projects.

Solidly Biblical

Theologically, Calvary can be described as biblical, fundamental, pre-millennial, and dispensational. Each year, faculty members and trustees must affirm acceptance of the Bible as the inerrant, verbally inspired Word of God.

Separated

It is Calvary's desire to be separated unto God from worldliness, whether in personal actions, attitudes, and thoughts, or in ecclesiastical programs and associations. Calvary's position is one of being loyal to the biblical doctrine of ecclesiastical separation so that it has no embarrassing ties which might keep it from exposing apostasy, heresy, or sin. This is evidenced in its historical stand against the ecumenical teachings and practices of our day.

A Friend of Bible-Believing Churches

Calvary stands with all who love Christ and preach His Word. The attitude throughout the school is nonsectarian. We are unreservedly loyal to all Bible-believing churches faithful to Christ and the Bible. Calvary is affiliated with the IFCA International and the Berean Fellowship of Churches and maintains a good relationship with independent and denominational churches and individuals that uncompromisingly hold the historic fundamentals of the faith.

Nurturing Character and Truth

We are persuaded that the Scriptures teach that what we are is as important as what we know. Ephesians 4:15 clearly states that we are to speak the truth (doctrine) in love (Christlike character). This is the reason we put great effort into developing Christlike character and a servant's heart while communicating God's Word. In all matters we endeavor to display the "excellent spirit" of the prophet Daniel (Dan 6:3). This man of God refused to compromise and yet constantly displayed an attitude which endeared him to his superiors. He was neither vindictive nor self-righteous and by his dedicated life made a profound impact upon the kings of Babylon and Persia.

Statement on Religious Freedom and Human Sexuality

God created human beings distinctly as male and female (Gen 1:27). The distinctness, complementarity, and relational nature of the human race as "male and female" is based on the created order given by God when He created humanity "in His image" (Gen 1:26-27; 5:1-3; 9:6; 1 Cor 11:7; Jam 3:9; 2 Cor 3:18; Eph 4:23-24; Col 3:10), and these establish a normative connection between biological sex and gender. The created distinctness,

complementarity, and relational nature also establish the basis for the marital relationship as being between one man and one woman (Gen 2:23-24; Eph 5:21-33).

The Bible affirms two options or giftings for sexual expression: monogamous marital relations between one man and one woman (Gen 1:27-28; 2:18, 21-24; Mt 19:4-6; Mk 10:5-8; 1 Cor 7:7; Heb 13:4; Eph 5:22), or sexual celibacy, if one is not in a monogamous marital relationship between one man and one woman (1 Cor 7:7; Mt 19:12). Within these two Biblical designs there can be found sexual fulfillment, whereas outside of these two designs sexual expression is improper.

The Bible affirms that human sexuality is a gift to be treasured and enjoyed (Gen 2:24; Prov 5:19, 31:10; 1 Cor 7:4), as is sexual celibacy (1 Cor 7:7). The fall of humanity (Gen 3) corrupted human sexuality in both spiritual and physical ways (Rom 1:18-32, Eph 2:1-10), and one result is confusion and pain in the lives of those who struggle with brokenness regarding gender, and who struggle with the guilt of desiring sinful expressions of sexuality (Gen 3:1-7; Rom 3:9-18; 5:12-17). The Bible prescribes faith in Jesus Christ (1 Cor 15:2-3) as the remedy for guilt and as the provision for life (Rom 3:23, 6:23; Jn 3:16), and the Bible prescribes an ongoing relationship with Him as the means for a whole and fulfilling life (Jn 15:1-11, 17:3; Col 3:16; Gal 5:16-25; Rom 8:28-38).

Corporate Position on the "Sign Gifts"

As Calvary University understands the teaching of Scripture and church history, the "sign gifts" of the Holy Spirit (speaking in tongues, prophecy, healings, miracles, and the like) ceased after the first century and are no longer essential for the church today. Those who may believe otherwise and desire to enter Calvary as students are welcome, if they are willing to study with an open mind, to understand the Corporation's position, and not to practice or propagate their beliefs while studying at Calvary.

Statement on Diversity

At Calvary, we endeavor to prepare students to live out the biblical worldview in a diverse world. This project is enshrined in our mission statement and fulfills the Board of Trustee outcome that graduates "understand the world in which they live and be able to effectively relate to others in it." In order to fulfill this expectation, Calvary is committed to:

- Seek and recruit staff and faculty from a variety of cultural, ethnic, and linguistic backgrounds.
- Develop academic and co-curricular opportunities to expose students to a variety of cultural, ethnic, philosophical, religious, and geographic ministry and service settings in the Kansas City area and around the world.
- Encourage students, staff, and faculty to engage in intercultural ministry through structured events and student-led opportunities throughout the academic year; and to commit to a lifestyle of intercultural service.
- Offer diverse Christian Ministry environments that span the cultural spectrum in the greater Kansas City area.

Statement on the Sanctity of Human Life

We believe that all human life is sacred and created by God in His image. Human life is of inestimable worth in all its dimensions, including pre-born babies, the aged, the physically or mentally challenged, and every other stage or condition from conception through natural death. We are therefore called to defend, protect, and value all human life (Ps.139).

MISSION STATEMENT

Calvary University is an independent, nondenominational institution providing undergraduate, graduate, and post-graduate education which prepares Christians to live and serve in the church and the world according to the biblical worldview.

This is accomplished by providing appropriate educational curricula and a climate that fosters the development of intellectual and spiritual maturity, leadership potential, servanthood, and a sense of mission.

Purpose Statement

The purpose of every program at Calvary is to teach students Bible and theology and to prepare them for Christian ministry.

Core Values

TRUTH: We hold the Scriptures to be true, the focal point of our education process, and the authority for all we teach and do.

SERVICE: We prepare men and women to live according to a biblical worldview by consistently linking their education with the implications for Christian service in the church and the world.

CHARACTER: We promote the development of intellectual and spiritual maturity, leadership potential, servanthood, and a sense of mission and ministry.

RELEVANCE: We prepare men and women to understand and effectively relate to the world in which we live.

RELATIONSHIP: We cultivate godly relationships among students, staff, faculty, and with alumni, the local church, and the society in which we live.

Academic Convictions

Biblical Core: Calvary shall always maintain a Christian accreditation, and specifically ABHE as long as it is available, or another comparable accreditation if ABHE is not available, to ensure accountability in maintaining a Biblical core and Christian ministry requirements. (*Calvary University By-Laws Article II, §2.5*)

Bible Requirement: The Bible shall be a required textbook for every course offered at Calvary. (*Calvary University By-Laws Article VII, §7.2*)

Biblical Foundations: Calvary's faculty shall recognize and teach the Biblical foundations for the subject matter of every course. (*Calvary University By-Laws Article VII, §7.3*)

HISTORY OF CALVARY UNIVERSITY

In the early 1930s Christian ministries throughout the Midwest needed experienced, well-trained pastors and teachers. The economic depression had the country in its grip, many churches were without pastors, and there was no evangelical school in this area of the heartland. Several Christian leaders had been praying for a decade about the need for such a school, and the God-selected leaders for the original venture included Dr. Walter L. Wilson, medical doctor, theologian, and author; Rev. David Bulkley, Superintendent of the City Union Mission; and Rev. R. Fuller Jaudon, pastor of the Tabernacle Baptist Church. Kansas City Bible Institute first opened its doors in 1932 with Dr. Wilson as the first president. In 1935 it became Kansas City Bible College with Dr. F. William May as President.

In 1938 Dr. May left Kansas City Bible College to assist Rev. Nye J. Langmade with the founding of Midwest Bible and Missionary Institute in Salina, Kansas. Rev. Langmade served as its first President until 1954. Dr. May served as President from 1954 until 1956 when Dr. Roger Andrus was appointed President. In 1946 Midwest moved to St. Louis, Missouri. It became Midwest Bible College in 1959.

In the early 1960s Dr. Al Metsker, acting President of KCBC, met with Dr. Roger Andrus, President of MBC, to explore the possibility of merging the two small colleges into one stronger institution. In the summer of 1961, the blueprint was complete; the two schools merged, moved to a campus in the Kansas City suburban community of Prairie Village, Kansas, and became Calvary Bible College. The Board of Trustees of the newly formed school named Dr. Roger Andrus as its first President. This merger represented a blending of institutional objectives, assets and liabilities, alumni associations, and doctrinal goals, as well as values that were held in common by all of the institutions.

In addition to the individuals named above who were instrumental in the early years, Calvary and its predecessor schools were blessed with a number of others who had a desire to see Bible institutes begun in the Midwest and had an active part in these beginnings – Mr. Dwight Johnson, Dr. Charles R. Rolls, Dr. Robert Belton, Dr. Clifford Lewis, and Mr. Stanley Cook, to name a few. Dr. Andrus served as President of Calvary until the early 1970s, and in 1974 Dr. Leslie Madison was called as President.

In 1966 Calvary moved to 1111 West 39th Street in Kansas City, Missouri, where it remained until the move in 1980 to the former Richards-Gebaur Air Force Base. Also in that year, Calvary established a graduate division to offer a program of study beyond the baccalaureate level. The initial offering was a Master of Arts in Biblical Literature. In 1992 the graduate division was reorganized as Calvary Theological Seminary.

In 1987, another merger, again representing a blending of institutional objectives, assets and liabilities, alumni associations, and doctrinal goals, as well as values, took place with Citadel Bible College. Citadel Bible College, originally named Ozark Bible Institute, began in the heart of Rev. A. H. Levin. Under his leadership, the school was organized by a group of pastors and businessmen and incorporated in the state of Arkansas in 1947, with classes beginning in 1949. Rev. Levin served as Citadel's first President until his death in 1970, at which time his son, Rev. Robert Levin, was appointed Interim President. Dr. Paul Brownback served as President from 1974 until the merger with Calvary Bible College.

In 1991 Dr. Madison was appointed Chancellor, and Dr. Donald Urey, Vice President for Academic Affairs at Calvary, was named President. Dr. Jim Anderson, an alumnus of Kansas City Bible College and former faculty member at Calvary, was called as President in 1996. After Dr. Anderson's return to full-time evangelistic work, the Board of Trustees named Dr.

Elwood H. Chipchase as President in 1999. In 2009 Dr. Chipchase retired and was named President Emeritus, and Dr. James L. Clark, Vice President and Academic Dean of the College, was named President. Dr. Clark was the first President of Calvary to have graduated from Calvary Bible College. In 2012 the campus expanded across the street to 13 acres vacated by the US Marines and awarded to the school by the US Department of Education, which included a move-in ready dorm and three other buildings for new offices, classrooms, and space for chapel.

In 2014 Dr. Clark announced his plans to retire in 2016. The Board of Trustees began an extensive search, and in December 2015, called Dr. Christopher Cone to serve as President. Dr. Cone began serving in April 2016, alongside Dr. Clark, until Dr. Clark's retirement in July 2016.

After a lengthy process of research and consultation, Dr. Cone recommended to the Board of Trustees (with the support of Dr. Clark and Calvary's faculty and staff), that in order to best reflect the diverse programs offered and the broad spectrum of vocations and ministries available to graduates, Calvary Bible College should rebrand as Calvary University, and should include three divisions: college, graduate school and seminary. The name change was approved in May 2016. In July 2016, Dr. Clark retired, and was appointed by Dr. Cone to serve as President Emeritus, and in the same month, the name change took effect and Calvary Bible College formally became Calvary University.

When the presidency of Dr. Cone ended in May of 2020, the Board of Trustees appointed Calvary's Chief Operations Officer, Jeff Campa, as interim president. Jeff served until January of 2021, when the Board hired Dr. Alexander Granados to serve as Calvary's next president.

GENERAL OFFICE GUIDELINES

AUGUST FACULTY/STAFF IN-SERVICE

The August Faculty/Staff In-Service is designed to provide a unified and informed beginning to the school year. It is held on a Thursday during Summer Session 2. Attendance by all full-time employees is required; schedules should be arranged accordingly. Part-time employees are highly encouraged to attend.

CALVARY CALENDARS & FACILITY USE

The **CU Events Calendar** and the **University Five-Year Calendar** (both available on the website) are administered by the Calendar Committee to ensure that campus events do not conflict and that necessary resources are available to support them adequately.

The CU Events Calendar includes both regular activities (such as those listed in the Five-Year Calendar and athletic events), and additional events approved by the Calendar Committee.

To schedule an event, complete the [Facilities Reservation form](#). This link can also be found in Faculty/Staff OneDrive > Forms to Fill Out. The request will be routed to the appropriate person who will make the reservation after all the necessary approvals have been gathered.

Certain events may require the completion of an [Event Coordination Request form](#) or a [Proposal for the Development of Curricular or Cocurricular Programs and Events](#). Below is a breakdown of the different types of events and their approval process.

Not a new event <u>and</u> the logistics are consistent with historic practice (i.e., Senior Recital, Res Life activities)	Complete the Facilities Reservation form . The Calendar Committee will review the request, and the Registrar will inform the requestor of the scheduling decision.
Not a new event, but the <u>logistics</u> (i.e., date/time, volume of participation, facilities being used, etc.) may <u>vary</u> from year-to-year	Complete the Event Coordination Request form and submit it to the Registrar for review by the Calendar Committee.
New or first-time events	Complete the Proposal for the Development of Curricular or Cocurricular Program and Events (Appendix G) for approval by the appropriate Vice President/Cabinet Member. Once approved, provide a copy to the President's Executive Assistant for further processing.
Day-to-day, work-related gatherings (departmental or committee meetings, accreditations visits, etc.)	Approval by the Calendar Committee is not required. However, these gatherings must be placed on the Facility Use calendar by completing the Facilities Reservation Form . (Additionally, departments hosting special functions such as wedding showers or birthday parties are responsible for the event and any associated costs.)

Please note that event dates become official, and reservation of facilities can be done only after receiving the necessary approvals.

Employees who oversee a student group should ensure that they are informed and compliant with these policies as well.

Both employees and non-employees are welcome to use Calvary facilities for non-Calvary functions when not otherwise in use. To request facility reservations for such purposes, contact the Development office at development1@calvary.edu. In most cases there will be a cost involved when reserving CU facilities for personal use.

Calvary standards of conduct will be expected to be followed at all times in all facilities. This includes ensuring that all sex-specific restrooms, locker rooms, and dormitories are used by the designated biological sex only.

CANDLES

Candles and/or open flame devices must be kept in stationary, securely supported, non-combustible holders where the flame is contained within the holder. They must not be placed on windowsills or other areas that are unstable; or where they could come into contact with flammable materials. All candles/open flame devices must be extinguished when leaving for lunch or at the end of the day.

DE'COR

Calvary has paint available for offices. If an employee desires to use another shade of paint, permission from the Director of Facilities should be acquired. Employees should be cautious about making holes or altering the room when hanging décor.

EMAIL DISTRIBUTION

Emails that need to be sent to all students and/or Faculty/Staff can be sent to the Front Desk Receptionist for distribution or, if approved by the Director of Information Technology, access to the appropriate distribution list(s) may also be granted.

However, although email can be an excellent way to communicate information to large portions of the Calvary family, many students (as well as employees) are overwhelmed with the number of Calvary emails they receive and simply ignore them. In the interest of keeping the number of emails sent to Calvary students, faculty, and staff to a minimum, announcements and communications that can wait until the day the weekly Newsletter is published are to be sent to the Front Desk Receptionist for publication.

Requests for emails to be sent to these two distribution lists will be evaluated by the Receptionist and will be routed according to this policy.

EMERGENCY PROCEDURES

An Emergency Response Guide is available from the Security Office. Any imminent, life-threatening emergency (i.e., fire, crime, etc.) should be immediately reported by:

- calling 9-1-1 (or dialing Kansas City South Patrol at 816-234-5111) and then
- calling Calvary Security at 816-331-8700 or extension 8700.

For maintenance emergencies (e.g., fire, broken water pipes) call 816-322-5152, extension 4444 (or direct line, 816-260-8725)

FACULTY/STAFF MEETINGS AND CHAPELS

All employees are expected to attend a corporate prayer meeting held every morning at 8:05.

Because it is very important for us all to be serving, fellowshiping, worshipping, and learning together, Calvary considers our assembling together – and with our students – a very high priority. All full-time faculty and staff are required to attend at least one chapel of their choice per week as part of their normal work schedule. Occasionally, a specific chapel may be designated as required for all employees. Part-time employees are encouraged to attend chapel when their work schedule allows.

A combined Faculty/Staff meeting will be held monthly on the third Thursday. Full-time faculty and staff are expected to be present for these meetings. Part-time faculty and staff are encouraged to attend.

The process of accreditation also requires periodic meetings. When called by the Accreditation Coordinator, these meetings are required for all full-time staff and faculty. Part-time staff and faculty are encouraged to attend.

Attendance at required meetings will be paid, offices will be closed for the period of the meeting, and attendance may be taken. Changes in this policy are allowed only with the permission of the supervisor.

INTER-OFFICE COMMUNICATION

Calvary Weekly Newsletter

The Calvary Newsletter is distributed weekly. This contains announcements and general information for the Calvary family. Announcements for the Newsletter are to be given to the Front Desk Receptionist by 3:00 p.m. Thursday.

Email communication

(Refer to the Calvary [Computer Use Policies](#) in this Handbook.)

LISTENING TO MUSIC OR RADIO PROGRAMS

In order to provide a professional workplace, Calvary desires the atmosphere of the workplace to be suitable for the level of concentration required for the job. Employees must also maintain a positive testimony in what they listen to and avoid being a stumbling block to others.

No music or other programming is allowed that is inconsistent with Calvary's standard or is bothersome to another employee in the same workplace. The use of earbuds or headphones is discouraged. However, they may be permitted if it will not detract from the wearer's work, is authorized by their supervisor, and what is being listened to maintains Calvary's standards.

OFFICE PROTOCOL

Confidentiality

All employees must comply with relevant state and federal confidentiality laws, including the Family Educational Rights and Privacy Act (FERPA) and the Health Insurance Portability and Accountability Act of 1996 (HIPAA). Employees who have access to confidential student information must annually sign that they have read the Calvary FERPA Fact Sheet.

Employees will respectfully hold in confidence information received within their departments or committees, whether about Calvary students or Calvary employees. When there is

uncertainty as to whether or not something is confidential, assume it is. Careful discretion should be used in divulging any Calvary business.

Customer Service

Each department must find the balance between serving those who come into the office and those who call on the telephone. The person already being served--whether in person or on the phone--should be given first priority. The other party should be politely informed that assistance will be provided as soon as possible.

Handling Complaints

Should someone (other than a student or other employee) present a complaint in person or by phone, the complaint should be received with patience. Clarifying questions should be asked, detailed notes should be taken and reviewed with the individual, and it should be explained that the information will be passed on to the appropriate personnel. Always remain calm and speak politely. The complaint should only be shared with the appropriate person(s). If the complaint is from a student or another employee, please consult the Calvary [Grievance Procedures](#).

Office Hours

Calvary's administrative office hours are Monday–Friday 8:00 a.m. - 4:30 p.m. Supervisors will communicate with employees within their department to ensure appropriate departmental coverage during office hours.

Punctuality is imperative since it demonstrates our commitment to serving others.

Parking

Parking stickers are required and are issued by the Security Department. There are no assigned parking spaces, except for Calvary vehicles.

Personal Visitors

In order to be good stewards of our time, personal friends and family members should not spend extended periods of time within the department.

Telephones and Mobile Devices

An office telephone is provided for each employee for Calvary use. Please remember to use a pleasant telephone voice.

Personal business should be conducted only during breaks and not during working hours. Personal phone calls, both incoming and outgoing, are discouraged. This also applies to cell phones. It is recognized that there may be times when personal calls and/or text messages must be made or received during business hours. These calls/texts should be held to a minimum and should, if possible, be made during breaks.

Voice Mail

Employees should make use of voice mail when away from their desks and check their voice mail frequently. Recorded greetings should be kept up-to-date and changed as needed during vacations and other extended absences.

PROFESSIONAL OFFICE APPEARANCE

It is Calvary's desire that employees apply principles of biblical wisdom toward appropriate and respectful dress in all situations. Biblically, our appearance is to honor the Lord and show deference to others (1 Peter 3:3-4, 1 Cor. 10:31-33, Rom. 14:13, Gal. 6:2). Culturally, our

appearance is an outward demonstration of the value we place on our activities, our work, our school, and ourselves.

Appearance and clothing should be neat, clean, modest, appropriate, and not distracting (designs in harmony with biblical mandates).

Workdays

Periodically throughout the year, Workdays are scheduled. Clothing and shoes may be in keeping with the type of work being done.

Exceptions

Due to the nature of their work, department supervisors in Facilities, Housekeeping, Information Technology, Security, and Food Service will be responsible for setting and enforcing a dress code that will ensure the safety of each employee.

Questions about whether an article of clothing, hairstyle, piercing, or tattoo is appropriate should be directed to the Human Resources Office.

In general, if clothing fails to meet these standards, as determined by the employee's supervisor and Human Resources staff, the employee will be asked not to wear the inappropriate item to work again. If the problem persists, the employee may be asked to clock out and go home to change clothes and will receive a verbal warning. Progressive disciplinary action will be applied if dress code violations continue.

SERVICES

Mailroom

For the convenience of all Calvary employees, the Mailroom sells stamps and handles regular mail, Priority and Express Mail, and FedEx and UPS shipping.

University Vehicles

Calvary vehicles are to be used for Calvary business and activities and may only be driven by drivers on the Approved Drivers List. (See the Human Resources Office for the requirements to be added to the list.) Arrangements to use a school vehicle can be made through the Front Desk Receptionist.

Copy Room

The principal copy machine on campus is located on the first floor of the administration building. Personal copies are \$.05 each and are to be paid at the Front Desk. This room also contains a paper cutter, folder, shredder, padding compound, Calvary letterhead and envelopes, and copy paper.

Food Service

The Food Service Department provides meals to students and any staff or faculty who desire to eat on campus. Meals for small or large groups and special events can also be accommodated, providing the department has notice two weeks in advance.

Keys

(See the [Key Management Policy](#) in the Procedures section of this handbook.)

Library

The Hilda Kroeker Library supports the academic and professional programs of Calvary University by seeking the input of faculty and staff for those academic and professional

resources necessary to support Calvary's mission and objectives. The library contains both physical and electronic resources. The collection is catalogued according to the Library of Congress classification system. A [library handbook](#) is available online for all patrons.

The Calvary library is a part of the Mobius Consortium. This membership provides access to the physical resources available in over 80 public and private libraries and library systems via the Internet. Books are delivered from the consortium five days a week. Traditional ILL, resource gathering assistance, and reciprocal borrowing are also available.

The Calvary ID includes the barcode number for placing materials on hold. The PIN will be set by the user via the online catalog. See the library webpage for details. (www.calvary.edu/library)

A computer lab with internet access is located in the library and is available during library hours to all library patrons, with enrolled students receiving first priority.

Electronic Resources (log in to Populi and click the link on the homepage):

- Galaxie Theological Journal Library (Conservative Theological journals)
- ProQuest Research Library (secular wide range of core academic titles; off-campus enter your Calvary ID barcode number)
- ATLA eBook Lending Program (broad religion eBook consortium; select Calvary University as the institution, enter your Calvary email address, your password was set by you during your first semester/session at Calvary)
- ATLA Religion Index (broad religion journal index; off campus username: calvaryu The password changes annually after summer break, check email from Receptionist during the first week of each session.

Mail Services

Each department has a mailbox in the mailroom of Madison Hall and is responsible for checking its mailbox daily. Outgoing mail is typically collected each morning for processing, and incoming mail is sorted and distributed by mid-afternoon each business day. Specific pickup and delivery times are posted in the mailroom. Questions or concerns about packing, postage, how mail is distributed, or other mail-related issues should be directed to the Mailroom Manager.

Off-Campus Mail

This box is used for mail that already has postage affixed. Personal mail must be stamped and may be sent out through this box.

Meter Mail

This box is for department mail needing postage. All departments have a Department Code assigned by the Business Office. This code should be placed at the top left-hand corner of the envelope.

A department planning to send out a mailing of more than 50 items must let the mailroom staff know at least a week ahead of time to make sure they have enough postage.

When mailing envelopes that have exactly the same items in them, rubber band them together so that the mailroom staff does not have to weigh every piece of mail. Please keep mail pieces addressed to international destinations separate from domestic mail. (It also helps if a sticky note is attached to call it to the mailroom's attention.)

On-Campus Mail

This box is for student papers, receipts, or any other bulk stacks of on-campus mail. Mail must be alphabetized before being placed in the on-campus box. For students who do not regularly visit campus, any time-sensitive materials should be sent electronically whenever possible. If physical copies are required, they should be mailed using the U.S. Postal Service or another reliable delivery method.

Maintenance

To report any needed maintenance work or repair, complete a work order from The Faculty/Staff OneDrive. For a maintenance emergency, dial 816-322-5152, extension 4444 or 816-260-8725. An emergency is defined as anything having to do with fire or water.

Office Supplies

There is a small selection of office supplies in the storage closet in the Madison Hall Copy Room (behind the Front Desk). When an item needs to be ordered, a Supplies Request Form (found in the Faculty/Staff OneDrive) should be completed and turned in to the Front Desk. A sample of the form is available in [Appendix D](#). The immediate supervisor must approve special orders of this nature by signing the completed form. Any extra office supplies should be dropped off at the Front Desk for others to use.

Recreational Facilities

Employees may use the campus recreational facilities (gym, weight room, ball fields) when students, student organizations, or rental groups are not using them. Use of facilities must be scheduled through the Athletic Director.

Security

Individuals who plan to be on campus during the evening (after dark) for something that is not regularly scheduled should contact Security at 816-331-8700 or extension 8700. This is the correct phone number to use for contacting Security for both emergency and non-emergency situations. All calls for security are automatically routed to an individual who can help, including the Security Guard on duty for emergent situations.

WEATHER RELATED CLOSINGS/CAMPUS CLOSURE

In the event of severe weather or other extreme emergency conditions, the campus may be closed, and all functions cease with the exception of those functions considered essential to the well-being of students, those service activities available for students living on campus, and those functions deemed essential to the protection of life and property.

The Chief Academic Officer, Director of Facilities, and the Chief Operations Officer will determine if an event is severe enough to close offices for the day. When it is decided to close, email and text messages will be sent. It will also be posted on the Calvary website.

During severe weather closures, most full-time employees have the capability of working remotely and will be expected to do so. Those without remote capabilities will be determined on a case-by-case basis. If it is determined a full-time employee cannot remote in to work, they will be paid for 8-hour days during the closure period. If part-time employees are capable of remote work, it may be permitted by the department head; if not then part-time employees will be paid for the hours they would normally have worked if campus had been open.

If offices are open, employees who choose not to come in due to severe weather-related conditions may make up those hours during the current week (with their supervisor's approval), or they may use Vacation or Personal Leave.

Emergency essential employees who are not excused from work and cannot work remotely (Cafeteria, Facilities, and Security) will be paid at their normal rate.

WORKDAY

Campus-wide Workdays are occasionally scheduled throughout the school year. All faculty and staff are encouraged to participate in workday activities. Special projects for Workday may be presented for approval through those in charge of Workday.

EMPLOYMENT

EQUAL EMPLOYMENT OPPORTUNITY

Prospective employees will receive consideration without discrimination based on race, color, age, national origin, handicap, or veteran status.

BACKGROUND CHECK POLICY

It is the policy of Calvary University that all new hires (including graduate assistants and teaching assistants) will be subject to a criminal background check as a condition of appointment. Criminal background checks are also required for student workers and volunteers if their work will involve significant contact with minors or is deemed to be security sensitive.

Evidence of a conviction does not automatically disqualify an applicant. However, if an individual has a criminal history, Calvary will consider the following factors before extending an offer of employment: the nature and gravity of the offense; the time since the conviction/completion of the sentence; and the nature of the job held or sought and how the conviction relates to the duties and responsibilities of the position. (If an offer has already been extended and/or employment has commenced, upon consideration of these issues, Calvary may rescind the offer and/or terminate the appointment.)

Information collected will be treated confidentially.

Calvary, at its sole discretion, may also conduct a background check on any existing employee at any time for any reason that does not constitute discrimination on the basis of a protected class as defined by federal or Missouri law. Calvary University will abide by the Fair Credit Reporting Act, Missouri Human Rights Act, and all applicable laws to ensure individuals are not discriminated against.

TB ASSESSMENT AND TESTING

All full-time and part-time staff and faculty will complete the TB Risk Assessment form at the time of employment. If a TB test is required, employees are encouraged to schedule theirs at the Cass County or Jackson County Health Department. Calvary will reimburse the cost of testing up to the fee charged by the county Health Department. The test must be completed within 30 days of employment. Test results and receipt for payment must be provided to Human Resources.

FAIR LABOR STANDARDS ACT

It is the policy of Calvary University to be in compliance with all provisions of the Fair Labor Standards Act.

All employees must be at least 14 years of age. The special restrictions applicable to employees under age 16 shall be observed (see [dol.gov/agencies/whd/youthrules](https://www.dol.gov/agencies/whd/youthrules)).

The workweek shall begin Sunday and end Saturday.

The determination of which employees are exempt from overtime, and which are non-exempt shall be made according to the provisions of the Act.

Classes of Employees

All employees are classified in three areas. For indications of responsibilities and/or possible benefits associated with a particular employee classification, please see the introductory statement for each chart below.

<i>The exempt versus non-exempt classification is an FLSA standard used to determine whether an employee qualifies for "time and a half" pay when working more than 40 hours in a given week.</i>	
Exempt employees	Non-exempt employees
Must be full-time (certain PT faculty may be exempt)	May be full-time or part-time
Must be salaried	May be salaried or hourly (but at CU, non-exempt will almost always be hourly)
All employees except bona fide teachers and "Academic Administrators" must earn at least \$684/week (\$35,568/year).	May earn any amount from minimum wage up
Must perform exempt job duties	Must be paid "time and a half" for any hours worked over 40 in a given week

<i>The full-time versus part-time classification includes an indication of responsibilities and possible benefits associated with each respective employment status.</i>	
Full-time employees	Part-time employees
May be salaried or hourly	May be salaried or hourly
May be exempt or non-exempt	Must be non-exempt (except bona fide teachers)
Must work all year long AND must work at least 38 hours per week	May work either part of the year or part of the week on a consistent basis. May occasionally or seasonally work 40 hours or more in a week
Receive benefits	Receive the Tuition Remission benefit and Seasonal Break Time (office closures minus holiday dates)

<i>The salaried versus hourly classification includes an indication of the minimum threshold of responsibilities expected in the payroll system.</i>	
Salaried employees	Hourly employees
Must be full-time (or part-time faculty)	May be full-time or part-time
May be exempt or non-exempt	Must be non-exempt
Do not clock in/out	Clock in and out

Exempt employees

The very fact that an employee is exempt from the provisions of the Fair Labor Standards Act is an indication that the number of hours worked is not a primary issue in relationship to Calvary. However, for the sake of consistency, there are a few guidelines for the management of the workweek for exempt employees.

Exempt employees are hired to fulfill specific responsibilities as set forth in their job description. However, the workload for these positions should generally require at least 40 hours per week to adequately fulfill work responsibilities. They are expected to fulfill their responsibilities, even though at times this may mean that actual work hours will exceed the normal 40 hours per week.

Sick leave and Vacation are handled the same as for hourly employees. Time off for these purposes must be requested through the online time and attendance system. (Teaching faculty, see [Time Off Policies For Faculty Members](#) in Part B.)

The supervisor may grant an exempt employee time off without charging it to Vacation or Sick Leave if the exempt employee has had to work unusually long hours at some other time.

Employees Who Live and Work outside of Missouri

Employees living and working in a state other than Missouri (certain adjunct faculty) are subject to that state's labor laws.

DESIGNATION OF ADMINISTRATIVE EMPLOYEES

Administrative employees are defined as those who direct a department (job title includes the word Director). The designation of Staff Admin versus Faculty Admin will be determined by the Academic Office.

RECORD OF HOURS WORKED

A record of hours worked each day and week must be kept for each hourly employee. This record is maintained by an online time and attendance system.

All hourly employees should clock in and out of work each day. Full-time Hourly employees are expected to take a 30-minute lunch period each day, and to clock out during their lunch. Calvary lunch hours are between 11:30 am and 2:00 pm or arranged with the supervisor. Any punch additions or corrections must be approved by the supervisor, and all hours worked must be approved by the supervisor in the online system. Wages will be calculated based upon the exact number of minutes worked, and totals will be rounded off to the nearest 1/100 of an hour.

Any hours worked by a non-exempt employee in excess of 40 hours per week will be paid at 1.5 times the normal rate. Supervisors will make the effort to keep overtime amounts paid within department budgetary limits. However, overtime and other exceptions to the normal work schedule must be pre-approved by the immediate supervisor and in keeping with Calvary's work policies.

While it is appreciated that some non-exempt employees, in their desire to support the mission of the University, are often willing to work extra hours without pay, federal and state labor laws require that all time worked be paid, whether requested or not, if management is aware it is being worked and permits it. Therefore, all non-exempt employees are instructed not to work beyond the established work schedule unless expressly requested to do so in advance by their supervisor. Employees who wish to volunteer their time to the University may legally do so in areas that are clearly outside of their normal work duties.

SALARIES/WAGES

Employees are paid by check or direct deposit generally on the 5th and 20th of each month. When those dates fall on a weekend or holiday, Calvary will either pay the day before or the day after.

By law, a number of deductions must be made from employee salaries/wages. These include federal income tax, state income tax, social security tax, Medicare tax, and Kansas City earnings tax. Other deductions of a voluntary nature may also be made, including insurance premiums, FSA contributions, rent payments, and gift deductions.

Much of Calvary's income is derived from dedicated donors who give sacrificially to maintain this educational program. The administration urges employees to recognize, therefore, that their pay comes, at least in part, from God's people. Payment of wages is dependent upon Calvary having sufficient funds on hand.

Should an employee feel led at any time to make a regular contribution to the support of Calvary, they may have your gift deducted from their pay. An authorization form is available from the Human Resources Office for this purpose. This is encouraged but is entirely voluntary.

CHANGES IN EMPLOYMENT

Any changes to an employee's status, wage rate, title, or any other aspect of their employment at Calvary (including hiring and terminations) must be documented by the Supervisor on a [Personnel Action Request form](#) at the earliest possible time. The form can be found on the Faculty/Staff OneDrive>Forms to Fill Out.

WORKPLACE POSTERS

Federal and state laws require employers to display posters to ensure that employees have access to information about employment rights. Posters can be viewed online using the link below. The Federal and Missouri posters may also be viewed in-person at any one of the Calvary University public posting locations listed below.

On-campus Posting locations

- CABRE (copy room/break room)
- Cafeteria (Kitchen wall)
- Clark Academic Center (testing room)
- Dorm (wall behind the lobby desk)
- East Ed (1st floor copy room)
- Gym (hallway)
- Library (library processing room)
- Madison Hall (1st floor copy room)
- Maintenance Shop (hallway outside the office door)
- Warrior Café (wall in the mailroom)

All posters are available to access [here](#).

ORIENTATION

The Human Resources Office will conduct an orientation with each new staff member. Departmental orientation will be handled by the department supervisor.

If a new employee has not yet read the Employee Handbook, the supervisor will allow the new employee to read it during the first week of work. It will take several hours to complete. A reading verification form must be submitted through the onboarding process for the employee's file.

The new employee should receive a copy of their personal job description and meet with the supervisor to review job expectations. Individual departments will provide on-the-job training.

NEPOTISM POLICY

It is the policy of Calvary University not to discriminate in its employment and personnel actions with respect to its employees and applicants on the basis of marital or familial status. Notwithstanding this policy, Calvary retains the right to refuse to appoint a person to a position in the same department wherein his/her relationship to another employee has the potential for creating an adverse impact on supervision, safety, security, or morale, or involves a potential conflict of interest. The appropriate University officer in conjunction with the Human Resources Director shall have the authority and responsibility for determining if such a potential for adverse impact exists or does not exist.

This policy applies to individuals who are related by blood, marriage, or adoption including the following relationships: parent, child, husband, wife, brother, sister, brother- or sister-in-law, mother-or father-in-law, uncle, aunt, niece, nephew, son- or daughter-in-law and half- or step-relatives in the same relationships.

In implementing this policy, it is lawful to ask an applicant to state whether he or she has a spouse or relative as defined in this policy who is presently employed by Calvary, but such information may not be used as a basis for an employment decision except as stated herein.

When two existing employees marry, and a determination has been made that the potential for creating adverse impact as described above exists, the department head in conjunction with the Human Resources Director and the appropriate University officer, shall make reasonable efforts to minimize problems of supervision, or safety, security, or morale through reassignment of duties. If Calvary is unable to make an acceptable accommodation, then the two individuals will be notified by the department head that one of the employees must separate from Calvary employment within 60 days. The choice of who shall separate from Calvary service shall be the employees'. In the event the employees do not agree with respect to which one shall resign, the employee with the least seniority shall be separated from Calvary service.

Requests for waivers of this policy must be approved by the Cabinet.

TELECOMMUTING POLICY

Definition: Telecommuting is a work arrangement in which some or all the work is performed at an off-campus work site such as the home or in office space near home.

Communication may be by one of several means, such as phone, computer, or fax. Equipment may be owned and maintained by the employee or by the university.

Authority: Cabinet members have the authority to establish telecommuting arrangements, and only when it is in the best interest of the university to do so.

Process: These steps should be followed:

- Cabinet members may initiate a request for telecommuting and only for jobs where the job description specifically allows.
- The Cabinet member should review and use the Request form, "***Developing a Proposal for a Telecommuting Agreement***," before meeting with the employee to discuss the proposal.
- If and when the Cabinet member agrees to a telecommuting arrangement, the

department should complete a formal, written agreement, using the **Telecommuting Guidelines** and the **Model Telecommuting Agreement**.

- Once all the required signatures have been obtained, both the employee and HR should be given a copy of the document, and the original should be maintained by the department.

(Documents mentioned are located on the Faculty/Staff OneDrive > Human Resources and Payroll > Telecommuting.)

SERVING IN MULTIPLE DEPARTMENTS

Because Calvary operates with a minimum of employees, there may be times when a staff member is asked or has the opportunity to serve in more than one department (i.e., occasionally covering the Front Desk when the receptionist has to be gone). Arrangements of this nature must be made with the consent of the primary supervisor.

TAKING CLASSES WHILE WORKING FULL-TIME

If an employee wishes to take classes while working for CU, all classes (whether taken for credit or for personal enrichment) must be taken on the employee's own time (i.e., hourly employees will clock out and salaried employees will need to make up work time missed). Classes and coursework must not interfere with an employee's performance or supervisor-approved work schedule. (See also [Tuition Remission Benefit](#).)

PERSONAL ENRICHMENT

An employee may take courses for Personal Enrichment. The cost is \$50 per class. By taking a class for Personal Enrichment, an academic record will not be generated. The employee may attend in person or watch recordings online during the session the course is offered; examinations, quizzes, and other projects are not required. While the catalog states a requirement of in-person attendance for Personal Enrichment courses, an exception has been made for faculty and staff to participate online. Registration forms for Personal Enrichment are available in the Registrar's Office.

PROFESSIONAL DEVELOPMENT

Calvary University is committed to developing a strong learning culture in which everyone is able to achieve their full potential, which will increase job satisfaction, support career development, and enhance the efficiency of the employees.

Calvary will seek training and development opportunities which meet the operational and strategic objectives of the organization, as well as the individual's own learning aspirations and needs.

Calvary will identify and allocate resources as required. Identified training and development activities will be managed with due regard to fairness and equity.

Full-time employees may be eligible for development and training above the on-the-job training provided by the department supervisor and/or department colleagues. Work and time away from the office must be arranged so that the departmental workflow is not disrupted. All arrangements must be discussed with and approved by the supervisor.

WORKERS' COMPENSATION/UNEMPLOYMENT INSURANCE

Workers' Compensation

Any injury an employee receives while at work is covered by the Missouri Division of Workers' Compensation (labor.mo.gov/injured-workers). Employees are protected against financial hardship due to loss of work time in this case.

All injuries, regardless of severity, must be reported immediately to the employee's supervisor and Human Resources so Calvary may file the necessary reports for legal protection. The notice of injury should be in writing and should include the date, time and place of injury, the nature of the injury (how it happened), and the name and home address of the person injured.

Unemployment Insurance

While Calvary is exempt from paying unemployment insurance, we are still liable for payment of any eligible claims. Please contact the Missouri Division of Employment Security (labor.mo.gov/unemployed-workers) for eligibility requirements.

PERFORMANCE REVIEWS

Calvary University values employees who are committed to and demonstrate excellence as

- Practitioners, leading by example, and contributing through service and ministry in their respective fields,
- Capable mentors and disciplers, able and eager to use their knowledge, experience, and maturity in support of Calvary University's mission,
- Skilled in developing strategic partnerships and collaborations to benefit their departments and to continually improve the quality of investment in Calvary University's students.

Performance reviews will be conducted on each employee according to these expectations, their job responsibilities, employment obligations, and goals. The purpose of this review process is to evaluate performance for consideration of job retention and performance improvement.

If the employee receives an overall performance evaluation that indicates performance needs improvement, the employee will receive a Performance Improvement Plan, and the employee will be re-evaluated as specified in the improvement plan.

The Performance Improvement Plan will address each specific performance issue that needs improvement, the action that must be taken to correct deficiencies, and the date of the next evaluation. This plan will be attached to the evaluation form. Non-compliance with the Performance Improvement Plan will result in further action, up to and including termination.

Performance reviews for Faculty will be completed in the month of May and Staff reviews will be completed in June. After the supervisor has provided the evaluation to the employee, the employee has ten calendar days to review and respond.

On an annual basis, the employee will be asked to read this handbook and to review and if necessary, update their job description. Completed evaluations, Handbook Acknowledgment forms, and updated Job Descriptions are then forwarded to the Human Resources Office.

New staff will also be evaluated after 90 days of employment.

DISCIPLINE POLICY

Occasionally, it is necessary to counsel employees for **marginal** performance/misconduct or for violation of Calvary policies/rules/regulations or for **major** infractions. Our goal at Calvary is to be constructive and corrective in disciplinary matters. Supervisors are urged to discuss marginal work performance and employee misconduct in a constructive manner when these incidents occur and during annual performance reviews, with the goal of improving behavior to a satisfactory level. Disciplinary action could result in immediate termination of employment if the behavior falls under the Major Infractions Policy (see below). Otherwise, disciplinary action will normally follow the guidelines in the Marginal Performance policy (see below).

In addition to any punishment imposed by the University, any employee suspected of violating any federal, state, or local law will be referred to the appropriate law enforcement agency.

Marginal Performance

Prior to beginning the progressive disciplinary procedure described below, a supervisor should already have met with the employee to discuss the problem and ways to improve performance. If performance problems continue after these informal meetings are held with the employee, then the following procedure should be followed:

- Verbal Warning
- Written Warning
- Suspension Without Pay (optional)
- Dismissal

Each of these steps must be documented in writing using an Employee Warning Notice, and a copy will be placed in the employee's personnel file. The supervisor must consult with the appropriate University officer and the Human Resources Director throughout the process.

Major Infractions

Major infractions of Calvary's policies and practices may result in immediate dismissal without progressive discipline or prior notice. This dismissal must be supported in writing, a copy of which is made part of the employee's personnel record. The supervisor, appropriate University officer, Human Resources Director, and possibly the President will be involved in this decision.

Major infractions include, but are not restricted to, those listed under [Biblical Absolutes](#) under Standards of Christian Conduct.

TERMINATION

Voluntary Termination (Resignation or Retirement)

A staff member who anticipates leaving Calvary should make that fact known in a letter of resignation to their supervisor and University officer at the earliest possible date.

A regular, hourly employee who resigns with at least two weeks' written notice or a salaried employee who resigns with at least one month's written notice is eligible for pay for any unused Vacation. In the event a new employee does not complete a period of one year of continuous service, no Vacation time will be due.

Failure to provide proper notice will forfeit any Vacation payout and may make the employee

ineligible for rehire. (See more information in the Vacation Leave policy [here](#).)

Involuntary Termination

Per Missouri law, Calvary reserves the right to terminate an employee without providing a reason or following a discipline policy.

Appeal Process

Any employee who cannot reach a fair and equitable solution to a disagreement or grievance should follow the Calvary [Grievance Procedures](#) guidelines.

Benefits

For information regarding COBRA and accrued Vacation Leave, refer to the [Benefits](#) portion of this Handbook.

Return of University Property

On or before the employee's last day of employment, the employee must return all University property and satisfy all financial obligations. Some examples include but are not limited to: Keys/key cards, cell phone, tools, equipment, Visa/Sam's/gas cards, documents, library books/fines, parking fines, outstanding rent.

Exit Interview

Staff who are nearing the end of their employment at Calvary University will be asked to participate in an exit interview process. After completion of the written Exit Interview form, the HR Director will conduct a personal interview with the individual when possible.

The Cabinet will review all exit interviews. Information in the exit interview will be considered confidential and used only for developing policies that help improve the Calvary work experience.

A copy of the exit interview will also be distributed to the supervisor.

References

When giving a reference for a former employee, it's essential to note that Calvary is protected by our insurance company's guidelines. To minimize risk, we only provide limited information, including:

- Dates of employment
- Positions held and responsibilities
- Salary or rate of pay
- Factual circumstances surrounding the end of employment

If a more detailed reference is to be given, a signed Reference Release Form from the former employee is required. In many cases, the prospective employer will provide this release. If not, Human Resources should be consulted to see if we have a release on file for the former employee. If not, the former employee must sign and return the Calvary Release Form to HR before any additional information may be shared.

BENEFITS

The following is an at-a-glance look at Benefits provided by Calvary and when they may be used.

For an employee whose status changes from part-time to full-time, the 60-day waiting period will begin on the first day of full-time employment. Leaves of Absence may be discussed on a per-person basis.

Benefit	When it starts	Who can use it	
		FT	PT
Holidays	1st day of work	X	X
Sick Leave		X	X
Seasonal Break Time		X	X

Group Health/Dental/Vision Insurance	1st of the month following 60 days	X	
COBRA		X	
Flexible Spending Account		X	
Legal Shield/ID Shield		X	
Life Insurance		X	
Attentive Program		X	
Supplemental Insurance		X	
Retirement Annuity		X	

Personal Leave	After 90 days	X	
Vacation		X	

(Teaching faculty, see Time Off Policies For Faculty Members in Part B.)

Tuition Remission benefit	After 6 months	X	X
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401(k) Retirement Plan	After 1 year	X	X
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Continuing Professional Education Program	After 3 years	X	
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CONTINUING PROFESSIONAL EDUCATION PROGRAM

Applies to all Full-time Employees

The Continuing Professional Education (CPE) Program is an opportunity for employees to earn an advanced degree at another institution. Calvary will provide full salary for the employee who continues working full-time and one-half tuition for each course taken at another institution. Tuition costs will be paid directly to the designated institution by the Calvary Business Office or to the employee as reimbursement. All other expenses are the responsibility of the employee.

Participation in the Continuing Professional Education Program is restricted to full-time employees who have completed at least three years of full-time duties at Calvary. It requires the employee to perform their normal full academic, administrative, or staff responsibilities while pursuing an advanced degree.

Application

In order to be considered for a CPE Program grant, the employee must submit a Continuing Professional Education application to the CAO (for faculty) or COO (for staff) by December 20 prior to the academic year the employee wishes to begin study. An approved grant implies continued support contingent upon an evaluation of performance and the financial ability of Calvary.

Unpaid Leave of Absence

Should the CPE Program require periods away from the employee's normal duties, this time must be approved by the employee's VP. The Continuing Professional Education Program is not a sabbatical program. Should a leave of absence be needed, the President and the employee's VP will take this need into consideration. If it is granted, there are no salary provisions for the extended absence. For a faculty member, their faculty position, rank, and employment are not affected.

Program Extension

Requests for an extension of the program beyond the duration of time originally approved will be considered by the employee's VP in consultation with the CAO/COO. However, it should be remembered that Calvary will not continue to fund a program which does not seem to have an end in sight.

Progress Reports

The employee must submit a progress report to their VP and the CAO/COO at the conclusion of each semester of study. The report should contain an accounting of the courses taken during the prior semester, grades earned, number of credits yet to be taken, relationship of the program to the originally proposed time schedule, and an account of the disbursements of Calvary funds in the program.

Purchase Requisition Forms

For the employee approved to receive a CPE reimbursement, the employee must submit a purchase requisition (PR) form either before starting the course or up to 6 weeks following completion of the course.

Financial Responsibility for Continuing Education

The financial provision by Calvary for the Continuing Professional Education Program is made for the purpose of aiding Calvary's program and for aiding the employee. Therefore, an employee who receives funds and who then resigns, retires, or is dismissed from Calvary will refund the money paid by Calvary on the following basis:

- Less than two years since the last receipt of Continuing Professional Education Program funds: 100% of Continuing Professional Education grant to be refunded.
- Two years but less than three years since the last receipt of Continuing Professional Education Program funds: 66% of Continuing Professional Education grant to be refunded.
- Three years but less than four years since the last receipt of Continuing Professional Education Program funds: 33% of Continuing Professional Education grant to be refunded.
- No money is to be refunded after four years from the last receipt of Continuing Professional Education Program funds.

INSURANCE

Applies to all Full-time Employees

Group Health/Dental/Vision Insurance

Health, Dental, and Vision insurance are available for all full-time employees (and their families) who have been employed full-time for 60 days. Coverage begins on the first day of the month following eligibility. The premium costs of Health coverage are divided between the employee and Calvary. The cost of Dental and Vision coverage is fully paid by the employee. The Human Resources office will provide cost and enrollment information.

Payroll deductions to cover the premiums of the employee and dependents (if enrolled) will begin in the month the policy takes effect.

COBRA (Health/Dental/Vision Insurance Continuation)

Under provisions of the federal Consolidated Omnibus Budget Reconciliation Act (COBRA), insured employees, and their insured dependents, may apply to continue Calvary group coverage after it would otherwise end. Individuals who are eligible for COBRA continuation coverage include:

- An employee (and any covered dependents) whose coverage ends due to termination of employment for reason other than gross misconduct
- An employee (and any covered dependents) whose coverage ends due to a reduction in work hours
- An employee's former spouse (and dependent children) whose coverage ends due to divorce or legal separation
- An employee's surviving spouse and/or dependent children whose coverage ends due to the employee's death
- An employee's spouse and/or dependent children whose coverage ends due to the employee's election to drop out of the group health plan upon entitlement to Medicare
- An employee's child whose coverage ends because the child ceases to be a dependent child under the terms of the plan.

The maximum period for continuation depends upon the qualifying event. During the extension period, the insured is required to pay the full cost of the insurance, plus a 2% administrative fee.

Employees or their eligible dependents, if applicable, should notify the Human Resources office immediately if any of these events occur. A Continuation of Health Coverage Notice will be sent to the eligible individual(s) explaining COBRA coverage.

Flexible Spending Account

All employees working 30 hours or more are entitled to participate in our Flexible Spending Account. This plan permits the employee to redirect part of their salary to pay for (a) medical expenses not reimbursed by insurance or (b) day care expenses.

The employee pays no taxes of any kind on the redirected salary.

Identity Theft / Legal Shield

Calvary employees have the option to purchase plans that provide affordable legal protection and/or identity theft protection through LegalShield. Premiums are paid through post-tax payroll deductions.

Life Insurance

Calvary provides Basic Life Insurance for employees and their dependents and Accidental Death & Dismemberment insurance for employees only. Coverage begins on the first of the month following 60 days of full-time employment.

Additional life insurance may be purchased by the employee at their expense.

Attentive Program

The Attentive program is a self-insured medical reimbursement program that results in significant tax savings for Calvary employees who are covered under a group health plan of any kind (not necessarily Calvary's group plan). The tax savings is such that the fee for the program as well as a supplemental insurance package can all be covered with no increase to the employee's net pay.

Supplemental Insurance

Calvary offers supplemental insurance plans to full-time employees who have been employed full-time for 60 days. Coverage is available beginning on the first day of the month following eligibility. The cost of these policies is fully paid by the employee through payroll deduction.

MOVING EXPENSE REIMBURSEMENT

Applies to all Full-time Employees

Full-time faculty or staff members who are recruited to work at Calvary from outside the Kansas City area may, at the discretion of the President, be reimbursed up to \$2000 for their moving expenses. Moving expenses are a taxable benefit – therefore Calvary will gross up the benefit paid so the employee will receive the full amount claimed up to the maximum of \$2000. The Moving Expense Reimbursement Worksheet in the Faculty/Staff OneDrive can be used for further guidance and for requesting reimbursement for qualified expenses. A sample of this form can be found in [Appendix B](#).

RETIREMENT PLAN

Applies to all Full-time employees and Part-time employees who work at least 500 hours per year over two years

An employee is eligible to enroll in Calvary's 401(k) plan after one year of employment. (For eligibility purposes, one year is defined as working at least 1000 hours in a 12-month period.)

Calvary may elect to make a discretionary matching contribution. For example, if Calvary has declared a 2% match and an employee contributes 1% of their salary, Calvary will match it with 1%. If the employee contributes 2% or more of their salary, Calvary will match it with 2%.

See the Human Resources office for the current match percentage.

On January 1 after completing 60 months of full-time employment, the employee is considered 100% vested with Calvary, and is entitled to 100% of the contribution Calvary has been making to their 401(k) account. If an employee takes a distribution or leaves Calvary before completing 60 months of full-time employment, their vested amount will be calculated according to the following scale. An employee is always fully vested in the funds they personally contribute.

Months of Completed Employment	Amount Vested
12	20%
24	40%
36	60%
48	80%
60	100%

TIME OFF: DOMESTIC VIOLENCE/SEXUAL ASSAULT LEAVE

Applies to all Employees

Employees who are victims of domestic violence or sexual assault or have a household member who is a victim of domestic violence or sexual assault, may take leave to:

- Seek medical attention for, or recover from, physical or psychological injuries caused by domestic or sexual violence to the employee or the employee's family or household member.
- Obtain services from a victim services organization for the employee or the employee's family or household member.
- Obtain psychological or other counseling for the employee or the employee's family or household member.
- Participate in safety planning, temporarily or permanently relocating, or take other actions to increase the safety of the employee or the employee's family or household member from future domestic or sexual violence or to ensure economic security.
- Seek legal assistance or remedies to ensure the health and safety of the employee or the employee's family or household member, including preparing for or participating in any civil or criminal legal proceeding related to or derived from domestic or sexual violence.

Calvary employees working in Missouri may take up to two (2) weeks of leave per calendar year.

To request leave under this policy, supervisors must be notified at least forty-eight (48) hours' prior to taking leave (or as much advance notice as practical under the circumstances).

Documentation supporting the need for leave may be required. This leave is unpaid, but any available Vacation, Sick, and/or Personal Leave may be used for leave under this policy.

Calvary University will also provide reasonable accommodations to any employee who is a victim of domestic violence, sexual assault, or stalking for their safety while at work. To request an accommodation under this policy, contact Human Resources. Calvary University will begin an interactive process to determine appropriate and effective reasonable accommodations.

On returning from leave under this policy, the employee will typically be restored to their position, or an equivalent position with equivalent pay, benefits, and other employment terms and conditions.

TIME OFF: FAMILY AND MEDICAL LEAVE ACT (FMLA)

Applies to all Full-time Employees and Part-time employees who meet the work requirement

A Calvary employee is eligible to take up to 12 workweeks of unpaid family/medical leave within a 12-month period and be restored to the same or an equivalent position upon return from leave, provided that they have worked for Calvary for at least 12 months and for at least 1,250 hours during the year preceding the start of the leave. The length of the leave may be less than 12 workweeks at the option of the employee. The Federal Family and Medical Leave Act of 1993 will serve as the guideline for governance of this policy. A full copy can be accessed [here](#).

Reasons for Family/Medical Leave

Eligible employees are entitled to:

- Twelve workweeks of leave in a 12-month period for:
 - the birth of a child and to care for the newborn child within one year of birth;
 - the placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement;
 - to care for the employee's spouse, child, or parent who has a serious health condition;
 - a serious health condition that makes the employee unable to perform the essential functions of his or her job;
 - any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member on "covered active duty;" or
- Twenty-six work weeks of leave during a single 12-month period to care for a covered servicemember with a serious injury or illness if the eligible employee is the servicemember's spouse, son, daughter, parent, or next of kin (military caregiver leave).

Intermittent FMLA leave is not allowed for bonding purposes.

FMLA Leave and Paid Leave Time

Calvary requires that accrued paid leave time be used as part of the FMLA leave. In order to

use paid leave for FMLA leave, employees must comply with the company's normal paid leave procedures found in its Vacation, Sick, and Personal Leave policies.

Vacation and Sick Leave accruals will cease during FMLA leave but will restart upon returning from leave.

Medical Certification

If leave is requested because of the employee's own, or a covered relative's, serious health condition, the employee must provide appropriate medical certification from the health care provider. Periodic medical recertification may also be required.

Notice of Leave

If need for family/medical leave is foreseeable, the employee is expected to apply for leave through the HR office. Written notice shall be given as soon as possible, but no later than 30 days prior to the beginning of the leave. If this is not possible, notice must be given as soon as practical. The Employee FMLA Leave Request form should be used when requesting leave and is available in the Human Resources folder of the Faculty/Staff OneDrive.

Definition of 12-month period for FMLA

A rolling 12-month period measured backward from the date an employee uses any FMLA leave. This means that each time an employee takes FMLA leave the remaining leave entitlement would be any balance of the 12 weeks which has not been used during the immediately preceding 12 months. For example, if an employee has taken eight weeks of leave during the past 12 months, an additional four weeks of leave could be taken. If an employee used four weeks beginning February 1, four weeks beginning June 1, and four weeks beginning December 1, the employee would not be entitled to any additional leave until February 1 of the next year. However, beginning on February 1, 1995, the employee would be entitled to four weeks of leave, on June 1 the employee would be entitled to an additional four weeks, etc.

Leave may be taken in increments of hours, days, or weeks.

TIME OFF: HOLIDAYS AND SEASONAL BREAKS FOR FULL-TIME EMPLOYEES

Applies to Faculty Administrators, Staff Administrators, and Full-time Hourly Employees

Holidays

Holiday leave benefits are provided to full-time employees on the first day of employment. The following are paid holidays. All offices will be closed on:

Martin Luther King Day	Labor Day
Good Friday	Thanksgiving: Day before through the Day after
Memorial Day	Christmas Eve Day/Christmas Day
Fourth of July	New Year's Eve Day/New Year's Day

Typically, when a holiday falls on a Saturday, offices will be closed on Friday; when it falls on a Sunday, they will be closed on Monday.

In the event that an observed holiday occurs during a scheduled vacation, a Vacation Day is not required to be used for that observed holiday. No holidays will be paid during an unpaid leave of absence.

If an employee takes a full workweek of FMLA leave during which a holiday falls, the holiday counts against the employee's FMLA entitlement. If the employee takes FMLA leave in increments of less than a full workweek, and a holiday falls on a leave day, that day does not count against the employee's 12-week FMLA leave entitlement. The determination as to whether or not a holiday that occurs during FMLA leave will be paid is based on Calvary's normal holiday pay policy (see preceding paragraph).

Full-time employees will be paid for a standard 8-hour workday on holiday dates.

If a full-time employee is required to work on a holiday, they will receive eight hours of holiday pay along with their regular pay for any hours worked.

Summer and Christmas Breaks

Hourly employees will receive paid time off during the Summer Break week (non-holiday days during the week in which July 4 falls) and Christmas Break week (the non-holiday days between Christmas and New Year's Eve).

Fall and Spring Break Weeks

In the week of Fall Break and Spring Break, offices will be closed on Fridays. Hourly employees will be paid for those days in a similar manner to the Summer and Christmas Breaks.

Employees whose duties require them to work at any time during Seasonal Breaks may take equivalent paid time off at a later date to be approved by their supervisor. Such time off should be requested through the time and attendance system using the Seasonal Break Absence Policy.

TIME OFF: HOLIDAYS AND SEASONAL BREAKS FOR PART-TIME EMPLOYEES

Applies to Part-time Staff Employees

During university closures for Holidays or Seasonal Breaks, part-time staff (not student employees) will receive pay for the shifts they are typically scheduled to work. No Holiday or Seasonal Break pay will be given if the employee's typical schedule would not include the Holiday or Seasonal Break date.

For example, if an employee normally works six hours on Mondays, eight hours on Wednesdays, and six hours on Fridays, and Christmas falls on a Wednesday, they would receive Seasonal Break pay for six hours on the Monday and the Friday, and Holiday pay for eight hours on the Wednesday. However, during the three-day Thanksgiving break, they would receive Holiday pay for only Wednesday and Friday, but not Thursday because they aren't normally scheduled on Thursdays.

TIME OFF: LEAVES OF ABSENCE

Applies to all Full-time Employees

Bereavement Leave

In the event of the death of a close family member, an employee will be excused from work with pay for up to three business days as needed to attend to arrangements and for grieving. Employees who are absent for this purpose should keep their supervisor informed of how much time they will need to be absent so arrangements can be made to cover the work of the employee. When extended leave is necessary, employees, with permission of their supervisor, may use Personal and/or Vacation Leave.

For the purpose of this policy, close family members are defined as the employee's spouse, children, stepchildren, parents, stepparents, parents-in-law, grandparents, grandparents-in-law, grandchildren, siblings, and siblings-in-law.

Bereavement Leave will not be paid during leave taken under FMLA unless the bereavement leave is due to the death of the family member for whom the FMLA leave was being taken.

Applies to all Employees

Reserve/National Guard Leave

It is the policy of Calvary to grant leaves of absence that allow employees who are members of the National Guard or a Reserve Unit to meet their military obligations.

For required National Guard or Reserves summer encampment, Calvary will pay the difference between military pay and the employee's regular pay, if a military pay voucher is presented to the Business Office. This benefit only applies if the employee's regular pay is higher than military base pay.

The length of such short-term leave shall not exceed the standards established by federal and state agencies for training activities needed to qualify for regular standing in the above branches of the armed forces. Such leave will normally be limited to a maximum of fifteen (15) calendar days each year. If a military leave that exceeds fifteen days is requested, the portion of the leave beyond fifteen days is unpaid.

All employees must notify their immediate supervisors and Human Resources in writing within three business days of any military status, current or impending, which makes them eligible to be called up for active duty.

Applies to all Employees

Jury Duty/Witness Leave

Calvary encourages responsible citizenship among its employees. If notification is received by an employee to report for jury or witness duty, the supervisor should be notified immediately.

Employees will continue to receive full University pay while on jury or witness duty. However, all compensation that the employee receives from the court as a result of serving during working hours (less mileage and parking fees) must be turned in to the Cashier; in turn, Calvary will pay the employee's regular salary for the time served. If, however, the employee performed the jury duty while on vacation or outside of normal working hours, the employee may keep the court payment.

For jury or witness duty extending beyond the normal two-week period, individual arrangements will be made with the respective supervisor. If released before noon, the employee will be expected to return to work.

Personal legal matters are not covered by this provision.

TIME OFF: PERSONAL LEAVE

Applies to Faculty Administrators, Staff Administrators, and Full-time Hourly Employees

Sixteen hours of Personal Leave accrue from the hire date, with annual resets on the anniversary date. Any unused balance is forfeited after 12 months, in accordance with our "Use it or lose it" policy.

All leave requests are made and approved through the online time and attendance system. Supervisors must approve Personal Leave hours before they are taken.

If approved Personal Leave causes an hourly employee to exceed 40 hours in a week, the approved time will be reduced to keep the employee within 40 hours.

Personal Leave may not be taken three weeks prior to the start of Fall Session 1 or one week prior to the start of Spring Session 1.

Personal Leave is not allowed to be taken during the last two weeks of employment unless approved by the supervisor for extenuating circumstances.

TIME OFF: SICK LEAVE

Applies to All Employees

Sick Leave benefits may be used as soon as they have been accrued and may be used for:

- Personal or family health needs, including illness, injury, diagnosis, treatment, or preventive care.
- Public health emergencies resulting in the closure of the workplace or a child's school/place of care.
- Matters related to domestic violence, sexual assault, or stalking, such as medical attention, counseling, relocation, or legal services.

Sick leave may be used to care for children, parents, spouses, grandparents, grandchildren, siblings, or persons for whom the employee is responsible for providing or arranging health or safety-related care.

All leave requests are made and approved through the online time and attendance system. Illnesses must be reported to the supervisor as soon as possible after 8:00 a.m., stating the reason for the absence.

A physician's statement is required for any absence due to illness in excess of three continuous working days. If the illness extends further, physician's statements will be required every two weeks thereafter. After the first two weeks of extended illness, FMLA will be required to be used until the employee is released to return to work.

Full-Time employees

For all full-time employees, Sick Leave is credited at the rate of 3.33 hours per pay period or 10 days per year. Unused Sick leave carries over from year to year, but accumulated Sick Leave may not exceed 240 hours. Only accrued time may be taken. If approved Sick Leave causes an hourly employee to exceed 40 hours in a week, the approved time will be reduced to keep the employee within 40 hours.

Part-time employees

For all part-time employees, Sick Leave is credited at the rate of 0.033 hours per hour worked (1 hour per 30 hours worked). Only accrued time may be taken, up to a maximum of 56 hours per year. Up to 80 hours of unused Sick leave carries over from year to year; any accumulated Leave over 80 hours will be lost.

Sick Leave accrual will cease during any extended (more than one week) unpaid leave. Upon return from an extended unpaid leave, Sick Leave accrual will restart.

TIME OFF: VACATION LEAVE

Applies to Faculty Administrators, Staff Administrators, and Full-time Hourly Employees

Arrangements must be made with the supervisor to cover basic office functions during any time an employee is gone. Vacation is not allowed three weeks prior to the start of Fall Session 1 or one week prior to the start of Spring Session 1, without special permission from the supervisor. All leave requests are made and approved through the online time and attendance system.

Vacation Leave accrues from the hire date, with a 90-day waiting period before it can be used. The accrual period resets annually on the anniversary date. Any unused Vacation Leave balance is forfeited after 12 months, in accordance with our "Use it or lose it" policy. The accrual rate is as follows:

At the beginning of your:	You will be granted:
1 st year	40 hours (5 days = 1 week)
2 nd year	80 hours (10 days = 2 weeks)
3 rd year	88 hours (11 days)
4 th year	96 hours (12 days)
5 th year	104 hours (13 days)
6 th year	120 hours (15 days = 3 weeks)
7 th year	128 hours (16 days)
8 th year	136 hours (17 days)
9 th year	144 hours (18 days)
10 th year	152 hours (19 days)
11 th year and on	160 hours (20 days = 4 weeks)

Vacations of one week or longer must be approved at least one week in advance. A vacation of two weeks or less may be taken at one time with the supervisor's permission. A single vacation longer than two weeks must have the approval of the supervisor and the appropriate University officer.

If approved Vacation Leave causes an hourly employee to exceed 40 hours in a week, the approved time will be reduced to keep the employee within 40 hours.

Vacation accrual will cease during any extended (more than one week) unpaid leave. Upon return from an extended unpaid leave, Vacation accrual will restart at the level dictated by the chart above.

Vacation Leave is not allowed to be taken during the last two weeks of employment unless approved by the supervisor for extenuating circumstances.

If employment with Calvary ends, Vacation Leave will be paid out as follows:

- Hourly employees who resign after having completed one year of full-time continuous service and who give at least two weeks' written notice will be eligible to receive pay for accrued but unused Vacation Leave. (Salaried employees are required to give at least 30 days' written notice.)
- An employee not giving suitable notice or dismissed for disciplinary reasons will not be eligible to receive Vacation payout.
- Vacation payouts will be based on time served within the current anniversary year. (See chart on next page.)

If the last day of work falls in:	This much Vacation time will be paid out:
The 1st three months of the anniversary year	¼ of the available accrued time
The 2nd three months of the anniversary year	½ of the available accrued time
The 3rd three months of the anniversary year	¾ of the available accrued time
The 4th three months of the anniversary year	All of the available accrued time

TIME OFF: VACATION AND SICK LEAVE FOR CABINET MEMBERS

Cabinet members at Calvary University (including the President) are entrusted with significant responsibility and are expected to manage their time in a manner that supports the university's mission and operational needs. In recognition of their unique roles and the demands placed upon them, Cabinet members are not subject to a fixed accrual schedule for vacation or sick leave.

Instead, Cabinet members may take reasonable time off for rest, personal matters, or health-related needs at their discretion. This approach is grounded in mutual trust and the expectation that absences will be planned and communicated in a way that ensures continuity of leadership and minimal disruption to university operations.

Vacation Leave

Vacation time for Cabinet members is not accrued or tracked through the time and attendance system. Requests for vacation time are not required unless otherwise directed by the President or Board of Trustees. Leaders are expected to plan absences with appropriate notice and ensure continuity of operations during any time away.

Sick Leave

Although Cabinet members do not accrue sick leave, the State of Missouri requires employers to maintain accurate records of sick leave taken. Therefore, any time taken for illness must be recorded in the University's time and attendance system. This requirement ensures compliance with Missouri labor regulations related to time documentation and employee records.

TIME OFF: UNPAID LEAVES OF ABSENCE (OTHER THAN FMLA)

Applies to Full-time Employees

The University expects its employees to attend to personal matters outside of working hours or while on vacation. However, there may be times when an employee prefers to take unpaid time off for a short period of time or personal circumstances may necessitate an absence from work that extends beyond paid leave. With the interests of the institution being given first consideration and for good cause, an unpaid leave of absence may be granted according to the following procedures.

The following procedures apply to leaves of absence that do not fall under the Family and Medical Leave Act. However, if the leave is for a reason that also falls under FMLA, FMLA will run concurrently with the unpaid leave.

Short-Term Unpaid Leave of Absence

Short-Term Unpaid Leave may be taken with the supervisor's approval for any reason in any increments and for any length of time up to a total of 5 business days in a 12-month period. Paid Time Off (Vacation/Sick/Personal) does not have to be exhausted before Short-Term

Unpaid Leave can be used. Short-Term Unpaid Leave is to be requested through the online time and attendance system.

Long-Term Unpaid Leave of Absence

In the event that a longer (more than 5 business days) unpaid leave of absence is required, an employee may request an initial period not to exceed two months in any 12-month period. Only in exceptional situations will a Long-Term Unpaid Leave of Absence be granted to an employee having less than 6 months of service.

An employee who wishes to request a Long-Term Unpaid Leave of Absence must make a request in writing to the supervisor as soon as the need for that leave is known. All non-FMLA Long-Term Leaves require the approval of the supervisor and the appropriate University officer.

If there is a need to extend the leave beyond the original time approved, the employee must make a written request for an extension, and the extension is subject to approval by the supervisor and the appropriate University officer. The total maximum amount of time, including extensions that can be granted in any 12-month period for any Long-Term Unpaid Leave is 6 months.

If the employee does not return to work at the end of an approved leave, employment will be terminated.

All accrued paid leave must be exhausted before a Long-Term Unpaid Leave of Absence will be granted. Sick Leave must be exhausted only in those cases where the employees are eligible to take Sick Leave.

Employees on a Long-Term Unpaid Leave of Absence will not accrue paid Vacation or Sick Leave, nor will they receive Holiday Pay. During a Long-Term Unpaid Leave, Calvary will continue to pay the employer's share of the cost of health, dental, and basic life and AD&D insurance for the first month, and the employee will have to make arrangements with Human Resources for paying their share. COBRA continuation may be elected if the employee wishes to continue the coverage after one month. Refer to the [COBRA policy](#) for more information. The employee is responsible for premium payments for any voluntary coverage. All other benefits will cease for the duration of the leave.

Upon returning from a Long-Term Unpaid Leave of two months or less, the employee will be returned to the original position if the job is available, and the employee is able to perform the job. If unpaid leave extends longer than two months, Calvary cannot guarantee that a job will still be available to the employee upon their return.

(This paragraph applies only to the calculation of 401(k) vesting credits) No Long-Term Leaves of Absence other than military service and FMLA count toward vesting in the Calvary 401(k) plan; however, the leave of absence does not constitute an interruption of service.

TUITION REMISSION BENEFIT

Applies to all Faculty and Staff Employees

A Tuition Remission benefit is available to employees and their dependents for courses offered by Calvary taken as part of a degree program.

The Tuition Remission benefit for employees pays for up to 18 credit hours per academic year

and up to two degrees. The per-semester benefit for dependents is not limited but can only be used for one undergraduate degree (benefit cannot be used for a graduate degree). Students taking an Accelerated Degree option can receive Tuition Remission for up to 126 credit hours.

The benefit for dependents is only for immediate family members (defined as the employee's spouse or child who lives at home and can be claimed as a dependent on tax returns).

For full-time employees and their immediate family members (as defined above), the benefit reduces the cost of tuition to \$0 per credit hour. For part-time employees (not including student employees) and their immediate family members, the benefit reduces the cost of tuition by 50% per credit hour. The benefit reduces tuition only (excluding tuition for Music Lessons). All fees will still be the responsibility of the employee/student.

Beneficiaries seeking their first undergraduate degree must apply for federal aid to be eligible for the benefit. If outside aid has been applied, the Tuition Remission benefit amount may be less than the total amount of billed tuition. The benefit will not exceed the total amount of tuition. For further details see the Financial Aid office.

According to IRS regulations, this benefit is not taxable if the employee or their dependent is taking undergraduate courses. However, it will be taxable to the employee (and must be included as taxable wages on the employee's W-2) when the recipient is a graduate-level student who does not teach or perform research for Calvary. The taxable benefit will be posted to paychecks after the first two weeks of each session.

An employee is eligible for the Tuition Remission benefit after six months of service. Adjunct professors are eligible after six months of teaching service, but only during semesters in which they are actually teaching.

The employee/family member must meet all the normal requirements for admission as a student. An employee/family member eligible to receive this benefit is not eligible for any other Calvary-aided scholarships or benefits.

If the employee/family member fails to maintain SAP (Satisfactory Academic Progress) or fails to complete at least 67% of the courses they have attempted, eligibility to receive the benefit may be lost. Please refer to the current Calvary Financial Aid policy regarding Satisfactory Academic Progress to determine ongoing eligibility for the benefit.

If an employee wishes to take advantage of the Tuition Remission benefit, all courses (whether taken for credit or for personal enrichment) must be taken on the employee's own time (i.e., hourly employees will clock out and salaried employees will need to make up work time missed). Classes and coursework must not interfere with an employee's performance or supervisor-approved work schedule.

If the employee ceases employment at Calvary while taking courses, the student can either (a) drop the class or (b) the Tuition Remission benefit will be pro-rated based on the percentage of the class completed during employment and the student will be charged for the remainder of the class. In no instance will this benefit be retroactive, nor will the employee/family member receive a refund.

Employees who have been continuously employed for three or more years and die while still employed will have a benefit extended to their family members for five years from the date of death that is equivalent to the Tuition Remission benefit in effect on the date of the

employee's death. This benefit is for the purposes of completion of a degree currently in process. Family members must already be accepted or currently enrolled in the University on the date of death.

In order to begin receiving the tuition benefit, the employee/family member must complete the [CU Tuition Benefit Application form](#) available in the Faculty/Staff OneDrive. An application form must be completed before starting any new degree.

Early College Tuition Remission

Early College tuition qualifies for this benefit. Guidelines for Early College students are listed in the University catalog.

STANDARDS OF CONDUCT

STANDARDS OF CHRISTIAN CONDUCT

Calvary University is committed to biblical principles that are vital to our individual and corporate relationships and to fulfill our religious mission. We recognize the responsibility of our faculty and staff to provide examples of maturing Christian character, conduct, and attitude to our students and the community at large. Therefore, Calvary employees are expected to strive for the holiness of God and to love God with our hearts, souls, and minds (1 Peter 1:13-19; Matt. 22:37). We are also called to love others as God has loved us (Matt. 22:39; 1 John 4:7-11) and to actively participate in a local church. (Heb. 10:25).

Biblical Absolutes

The Bible clearly prohibits such things as stealing, lying, cheating, drunkenness, gossip, evil speaking, gluttony, dishonesty, occult involvement, murder, profanity, immorality, premarital sex, adultery, homosexual behavior, or any other sexual immorality (including viewing, possessing, accessing on the Internet, or distributing pornographic/sexually explicit materials). Also, lust, thanklessness, pride, bitterness, an unforgiving spirit, hatred, rebelliousness, jealousy, and rejection of one's biological sex are equally displeasing to God (Rom. 1:29-31; Gal. 5:19-21; Col. 3:5-11; Gen. 1:27). These biblical commands are binding upon every believer.

Offenses in any of these areas may be grounds for immediate dismissal from Calvary.

Additional Institutional Policies

Sensitivity to the impact of our behavior on others (Rom. 14:1-23) is particularly important in a university setting with a diverse population of students, faculty, and staff. While the Bible lays out some biblical absolutes to guide the believer in living a life of godliness, some matters are not as clear, and believers are free to follow a biblically informed conscience.

In all other areas about which the Bible is silent, Calvary employees are expected to be willing to exercise self-restraint for the sake of others and for the sake of unity.

Calvary reserves the right to discipline and/or dismiss any employee whose behavior is deemed to be contrary to the Standards of Christian Conduct above, and/or

- negatively impacts work performance in any way,
- reflects unfavorably on Calvary's testimony, or
- improperly influences students. (See [Discipline Policy](#))

EMPLOYEE EXPECTATIONS

General Expectations

The duties associated with each employee's position may vary annually and will be determined through consultation with the Department Head. Performance evaluations will be based on the fulfillment of assigned responsibilities. These responsibilities may include some or all of the following: (1) leadership and service, (2) mentoring and discipling, (3) and administrative, cooperative, and collaborative efforts. Responsibilities may include involvement in off-campus, evening or weekend duties, as well as other Calvary community efforts as Calvary leadership requires.

Responsibilities

As Practitioners

Calvary University employees are expected to lead by example in spiritual growth and maturity and are expected to be engaged in external service or ministry, using their skills and training to benefit the church and the broader community as well. Calvary employees will attend required meetings such as chapels, assemblies, faculty and/or staff meetings, and other special events on campus, will serve on committees as assigned, and will participate in workdays and other service opportunities. Employees are expected to serve in a collegial fashion and in accordance with Biblical, professional, and ethical principles when dealing with other staff members, faculty, students, administrators, and members of the public.

As Mentors and Disciplers

Calvary University employees are expected to fully support the mission and process of Calvary University and ground their work in the Biblical worldview in order to serve as examples to the student body. They are expected to work effectively and efficiently, employing best practices and application of appropriate tools and technology.

As Department Builders

Calvary University employees are expected to identify, develop, and maintain strategic partnerships with church and industry partners to help build the department and the greater Calvary community. Employees will participate in the development and evaluation of departmental operations and assessment of processes.

Requirements

Personal

Calvary University requires that all employees have a personal faith in Jesus Christ, demonstrate commitment to growth and maturity in Christ, agree unreservedly with Calvary University's Statement of Faith and Positions, and be active in a local church.

Interpersonal

Calvary University employees must demonstrate skill in communicating effectively and integrating into a team environment. They must demonstrate functional, organizational, and administrative skills requisite to their areas of responsibility. Employees must demonstrate capacity to build up and encourage colleagues as part of a larger team with a common mission.

Professional

Employees must hold any licenses, certifications, and/or registrations as required by the department area or field and demonstrate capabilities to perform responsibilities confidently, independently, and efficiently.

ANTI-FRAUD POLICY

Calvary University, its board, management, employees, and volunteers must, at all times, comply with all ethical principles and policies of the institution and all laws and regulations governing the activities of the institution. The Board accepts its responsibility to undertake all appropriate actions to prevent and detect fraud against the institution or that may be perpetrated by anyone associated with the institution.

The Board of Trustees, with the assistance of management when appropriate, is charged with

the responsibility for the following:

Creating, demonstrating, and maintaining a culture of honesty and high ethics by setting the "tone at the top." This includes preparing a code of conduct that expresses "zero tolerance" for unethical behavior and communicating it to all employees and volunteers of the institution. Management should also train employees regularly regarding the institution's values and code of conduct and document their understanding and compliance therewith at least annually.

Regularly assessing fraud risks (including management fraud) and related risks that may occur within the institution. This includes establishing and monitoring appropriate policies, procedures, and controls designed to mitigate or eliminate the risk of fraud and abuse. The assistance of external consultants may be warranted. A report regarding such fraud risks and actions taken must be made to the Board at least annually.

Creating, implementing, and monitoring a strong system of controls, including continually seeking ways to increase security in the institution's computer, recordkeeping, and payment systems.

Training employees and volunteers to be alert to warning signs of fraud and unethical behavior and providing a system for reporting such matters.

Reporting irregularities by using a system for employees and volunteers to confidentially report (to the designated Board representative or the Board if management is involved) illegal or unethical actions they have witnessed or suspect. This system should promote transparency with the external auditors.

Conducting regular (at least annual) audits of the institution's financial records including evaluating the institution's antifraud policies and procedures, internal controls systems and other relevant matters. This audit can be done by members of the audit committee, the internal audit staff, external auditors, or other qualified consultants. The results of such audits are to be communicated to the Board and other authorized parties.

The Board of Trustees and Management are responsible for preventing and detecting fraud and abuse within the institution. The Board and management are charged with establishing, implementing, and monitoring policies and procedures that address the fundamental responsibilities noted above.

CONFLICT OF INTEREST

In the interest of operating Calvary in a way that exercises good stewardship of its funds, good faith in its business transactions, and to avoid the appearance of evil, certain guidelines must be observed by employees in the performance of financial and other transactions.

Gifts

Calvary employees may not accept gifts, gratuities, entertainment, or favors of which the value or significance might reasonably be expected to interfere with the exercise of independent and objective judgment. Acceptable gifts should be of nominal value (generally under \$25.00) and be usable in one's work or department rather than strictly of a personal nature.

Honorariums

Employees may accept and retain honorariums, on the condition that if Calvary has incurred expenses (travel, lodging, etc.) in connection with the activity generating the honorarium, the honorarium be used in whole or part to offset those expenses.

Outside Activities

Employees may accept appropriate opportunities for participation and service in ministry, humanitarian, civic, community, or professional enterprises which are not incompatible with the performance of their assigned responsibilities. Participation in outside activities should occur outside normal work hours; however, if an employee wishes to attend a special function associated with this service, prior supervisory approval to be absent from work is required.

Outside Employment

The University is open to employees accepting outside work in the form of either a second job or self-employed business activity, providing that it does not result in the following:

- A. Interfere with an employee's regular work hours.
- B. Have a negative effect on the performance of regular work duties (accident, fatigue, or other condition).

Purchases

Employees with signature authority for purchasing should ensure that all purchases of goods and services are made on the basis of best competitive value available to the University. In determining value, consideration should be given to price, quality, and service.

All Calvary employees are expected to declare any relationship they may have with companies doing business with Calvary. Employees must also declare in writing any business transactions at Calvary that might benefit them personally. Generally, these conflicts of interest should not be allowed unless considered unavoidable by an administrative consensus and deemed better for Calvary than any other options. Employees may not obligate the University through purchase of goods or services unless approval has been granted through the Purchase Requisition system or granted by an understanding with the Chief Financial Officer.

Contracts/Proposals

It is the policy of Calvary University that only the President, Chief Operations Officer, or Chief Financial Officer is authorized to sign contracts or proposals. Failure to follow this policy will result in reprimand and/or dismissal.

Affirmation of Compliance

Annual affirmation of compliance with the conflict-of-interest guidelines is required of all employees, department heads, and administrators of Calvary University.

ZERO TOLERANCE POLICY

Alcohol Policy

Calvary University (the "University"), in order to promote its fundamental mission, has adopted a zero-tolerance policy for the use, consumption, possession, or distribution of alcohol on university property or at any University sponsored or sanctioned event, regardless of the age of the students or employees. Participation in any of the above activities is strictly prohibited.

Any employee violating this policy will be subject to disciplinary sanctions including, but not limited to, warnings, termination of employment, referral to law enforcement, and/or prosecution as described in the [Disciplinary Sanctions](#) section of this policy.

In addition to any punishment imposed by the University, any employee suspected of violating any federal, state, or local law proscribing the use, possession, or distribution of the unlawful

consumption or possession of alcohol will be referred to the appropriate law enforcement agency.

The display of any advertising of alcoholic beverages, including containers, is not allowed at the University. This includes but is not limited to clothing, signs, lamps, posters, etc.

Legal Sanctions for Use, Possession, or Distribution of Alcohol

Missouri laws prohibit people under 21 years of age from purchasing, attempting to purchase, or possessing alcoholic beverages. (RSMo. 311.325) Anyone who sells or gives any alcoholic beverages to people under 21 years of age violates RSMo. 311.310. It is unlawful to obtain or attempt to obtain alcoholic beverages by using a fake or fraudulent identification. (RSMo. 311.328(3)) Anyone convicted of using fraudulent identification per RSMo. 311.320 is subject to penalties, including fines of up to \$1,000 and one year imprisonment. Conviction of any offense involving the possession or use of a controlled substance; the alteration, modification, or misrepresentation of a license to operate a motor vehicle; or the possession or use of any alcohol while operating a motor vehicle will require the surrender of a driver's license for a minimum of 90 days to a maximum of one year.

[*City of Belton Legal Sanctions*](#) – *City of Belton Code of Ordinances, Article X, Division 2*

[*City of Kansas City Legal Sanctions*](#) – *City of Kansas City Code of Ordinances, Chapter 10 State of Missouri Legal Sanctions* – [*Chapter 311, Chapter 577*](#)

Tobacco Policy

Calvary University, in order to promote its fundamental mission, does not allow the use or possession of any form of Tobacco on campus property. This policy includes E-cigarettes. Any such activities by employees may be subject to administrative review and appropriate action, up to and including termination of employment as described in the [Disciplinary Sanctions](#) section of this policy.

Drug Policy

Calvary University, in order to promote its fundamental mission, has adopted a zero-tolerance policy for the use, consumption, possession, distribution, or manufacture of illicit or illegal drugs at all times. Marijuana is illegal under federal law and is considered a prohibited drug under this policy. This policy's prohibitions apply even if an employee has been authorized under state law to use marijuana or marijuana-infused products for medicinal or recreational purposes.

Furthermore, the use, consumption, possession, distribution, or manufacture of marijuana is strictly prohibited for any individual driving on university business, regardless of whether it occurs during normal work hours or outside of those hours, and irrespective of whether they are operating a university vehicle or their own personal vehicle.

The University will not tolerate any of the above activities by any employee, and any such activities will be subject to disciplinary sanctions including, but not limited to, warnings, termination of employment, referral to law enforcement, and/or prosecution as described in the [Disciplinary Sanctions](#) section of this policy.

The University reserves the right to require a drug test from an employee where there is a reasonable suspicion that this drug-free policy has been violated. Failure to submit to a drug test is a major violation of the disciplinary rules and will result in termination of employment.

In addition to any punishment imposed by the University, any employee suspected of violating any federal, state, or local law proscribing the use, possession, distribution, or manufacture of illicit or illegal drugs will be referred to the appropriate law enforcement agency.

Legal Sanctions for Use, Consumption, Possession, or Distribution of Illicit or Illegal Drugs

Local, state, and federal laws provide specific penalties for Alcohol, drug, and narcotic offenses.

[City of Belton Legal Sanctions](#)—City of Belton Code of Ordinances, Article X, Division 2

State of Missouri Legal Sanctions, [Chapter 195](#), [Chapter 311](#), [Chapter 577 Federal Legal Sanctions](#)

RSMo	Description	Prison Term
195.13	Keeping or maintaining a public nuisance.	Up to 7 years, C/Felony
195.202	Possession or control of a controlled substance.	Up to 1 or 7 years, A/Misdemeanor -C/Felony
195.211	Distribution, delivery, manufacture, or production of a controlled substance, violations and attempted violations.	C,B,A/Felony
195.212	Unlawful distribution to a minor.	5 - 15 years, B/Felony
195.513	Unlawful purchase or transport with a minor.	5 - 15 years, B/Felony
195.214	Distribution of a controlled substance near schools.	10 years - life (30 years), A/Felony
195.217	Distribution of a controlled substance near a park.	10 years - life (30 years), A/Felony
195.218	Distribution of a controlled substance near public housing.	10 years - life (30 years), A/Felony
195.222	Trafficking drugs, first degree.	10 years - life (30 years), A/Felony
195.223	Trafficking drugs, second degree.	5 years - life (30 years), B,A/Felony
195.226	Providing materials for production of a controlled substance.	Up to 4 years, D/Felony
195.233	Unlawful use of drug paraphernalia.	Up to 1 or 4 years, A/Misdemeanor- D/Felony
195.235	Unlawful delivery or manufacture of drug paraphernalia.	Up to 4 years, D/Felony
195.241	Possession of an imitation controlled substance.	Up to 1 year, A/Misdemeanor
195.244	Advertisements to promote sale of drug paraphernalia or imitation controlled substances.	Up to 6 months, B/Misdemeanor
195.285	Prior and persistent offenders (see 195.202).	5 years - life (30 years), B,A/Felony
195.291	Prior and persistent offenders (see 195.211).	10 years - life (30 years), A/Felony
195.292	Prior drug offenders, distribution to a minor or purchase or transport with a minor.	10 years - life (30 years), A/Felony
195.295	Prior drug offender trafficking 1st degree.	10 years - life (30 years), A/Felony
195.296	Prior drug offender trafficking 2 nd degree.	10 years - life (30 years), A/Felony
195.42	Possession of Methamphetamine precursors.	Up to 4 years, D/Felony
578.26	Possession or purchase of solvents to aid others in violations.	Up to 6 months or 4 years, B/Misdemeanor or D/Felony
578.265	Selling or transferring solvents to cause certain symptoms.	Up to 7 years, C/Felony

Employees should be aware that alcohol and drug laws vary from State to State. If it is discovered by the University that an employee violated the law of a state in which they were present, Calvary will report the violation to the appropriate authorities of that state. The following list provides basic alcohol and drug laws of each state. This list may not be exhaustive and state laws may change without notice. Therefore, employees are responsible for knowing the laws of the state in which they are present. This information is provided for reference and does not constitute legal advice.

State	Alcohol Laws	Drug Laws
Alabama	Alabama Statutes, Title 28	Alabama Statutes, Title 13a, Chapter 12, Article 5
Alaska	Alaska Statutes Title 4	Alaska Statutes Title 17
Arizona	Arizona Liquor Law, Title 4	Arizona State Legislature, Title 13, Chapter 34
Arkansas	Arkansas Statutes, Title 3, Chapter 4	Arkansas Code, Title 5
California	California Health and Safety Code, Division 10.7	California Health and Safety Code, Division 10.7
Colorado	Colorado Liquor Rules	Colorado Revised Statutes, Chapter 18
Connecticut	Connecticut Criminal Code	Connecticut Statutes Chapter 545
Delaware	Delaware Code, Title 4	Delaware Code, Title 16
Florida	Florida Statutes Title XXXIV	Florida Statutes, Title XLVI, Chapter 893
Georgia	Georgia Code, Title 3	Georgia Code, Title 16, Chapter 13
Hawaii	Hawaii Code Chapter 281	Hawaii Code Chapter 329
Idaho	Idaho Statutes, Title 23	Idaho Statutes, Title 37, Chapter 27
Illinois	Illinois Liquor Control Act	Illinois statutes, Chapter 570
Indiana	Indiana Code, Title 7	Indiana Code, Title 35
Iowa	Iowa Statutes, Chapter 123	Iowa Statutes, Chapter 124
Kansas	Kansas Statute, Article 41	Kansas Statutes, Article 57
Kentucky	Kentucky Statutes, Chapter 244	Kentucky Statutes, Chapter 218A
Louisiana	Louisiana Alcohol and Tobacco Control Law	Louisiana Statutes, Title 40
Maine	Main Statutes, Title 28	Maine Statutes, Title 17, Chapter 45
Maryland	Maryland Statutes, Chapter 5	Maryland Criminal Law, Title 5
Massachusetts	Massachusetts Statutes, Chapter 138	Massachusetts Statutes, Chapter 94C
Michigan	Michigan Statutes, Chapter 436	Michigan Statutes, Chapter 333
Minnesota	Minnesota Statutes, Chapter 340A	Minnesota Statutes, Chapter 152
Mississippi	Minnesota Statutes, Title 67	Mississippi Code, Title 41, Chapter 29
Montana	Montana Code, Title 16	Montana Code, Title 45 Chapter 9
Nebraska	Nebraska Code, Chapter 53	Nebraska Code, Chapter 28
Nevada	Nevada Statutes, Chapter 369	Nevada Statutes, Chapter 453
New Hampshire	New Hampshire Statutes, Title XIII	New Hampshire Statutes, Chapter 318
New Jersey	New Jersey Statutes, Title 33	New Jersey Statutes, Title 24:21
New Mexico	New Mexico Statutes, Title 15 Chapter 10	New Mexico Statutes, Section 30-31-23
New York	New York Alcoholic Beverage Control	New York Consolidated Laws, Article 33
North Carolina	North Carolina Statutes, Chapter 18B	North Carolina Statutes, Chapter 90
North Dakota	North Dakota Statutes, Title 5 Chapter 5	North Dakota Statutes, Title 19
Ohio	Ohio Code, Title 43 Chapter 4301	Ohio Code, Title 29, Chapter 2925
Oklahoma	Oklahoma Statutes, Title 37	Oklahoma Statutes, Title 63
Oregon	Oregon Statutes, Title 37	Oregon Statutes, Title 37
Pennsylvania	Pennsylvania Statutes, Title 47	Pennsylvania statutes, Title 35
Rhode Island	Rhode Island Statutes, Title 3	Rhode Island Statutes, Title 21
South Carolina	South Carolina Code, Title 61	South Carolina Code, Title 44 Chapter 53
South Dakota	South Dakota Statutes, Title 35	South Dakota Statutes, Title 22
Tennessee	Tennessee Code, Title 39 Chapter 17 Part 7	Tennessee Code, Title 39 Chapter 17 Part 4
Texas	Texas Alcoholic Beverage Code	Texas Health and Safety Code, Title 6
Utah	Utah Code, Title 32B	Utah Code, Title 58 Chapter 37
Vermont	Vermont Statutes, Title 7	Vermont Statutes, Title 18 Chapter 84
Virginia	Virginia Statutes, Title 4.1	Virginia Statutes, Title 18.2 Chapter 7
Washington	Washington Code	Washington Code
West Virginia	West Virginia Code, Chapter 60	West Virginia Code, Chapter 60A
Wisconsin	Wisconsin Statutes, Chapter 125	Wisconsin Statutes, Chapter 961
Wyoming	Wyoming Statutes, Title 12	Wyoming Statutes, Title 35 Chapter 7

In addition to State Statutes, Federal law makes it unlawful for any person to manufacture, distribute, create, or dispense or to possess with the intent to manufacture, distribute, create, or dispense controlled substances. Title 21 of United States Code provides terms of imprisonment and fines for violations of this Act. The nature of the offense and whether the person has committed any previous unlawful acts under this statute will determine the term of imprisonment as well as the amount of the fine.

Federal Trafficking Penalties for Schedules I, II, III, IV, and V (except Marijuana)				
Schedule	Substance/Quantity	Penalty	Substance/Quantity	Penalty
II	Cocaine 500-4999 grams mixture	First Offense: Not less than 5 yrs. and not more than 40 yrs. If death or serious bodily injury, not less than 20 yrs. or more than life. Fine of not more than \$5 million if an individual, \$25 million if not an individual.	Cocaine 5 kilograms or more mixture	First Offense: Not less than 10 yrs. and not more than life. If death or serious bodily injury, not less than 20 yrs. or more than life. Fine of not more than \$10 million if an individual, \$50 million if not an individual.
II	Cocaine Base 28-279 grams mixture		Cocaine Base 280 grams or more mixture	
II	Fentanyl 40-399 grams mixture		Fentanyl 400 grams or more mixture	
I	Fentanyl Analogue 10-99 grams mixture		Fentanyl Analogue 100 grams or more mixture	
I	Heroin 100-999 grams mixture		Heroin 1 kilogram or more mixture	
I	LSD 1-9 grams mixture		LSD 10 grams or more mixture	
II	Methamphetamine 5-49 grams pure or 50-499 grams mixture	Second Offense: Not less than 10 yrs. and not more than life. If death or serious bodily injury, life imprisonment. Fine of not more than \$8 million if an individual, \$50 million if not an individual.	Methamphetamine 50 grams or more pure or 500 grams or more mixture	Second Offense: Not less than 20 yrs. and not more than life. If death or serious bodily injury, life imprisonment. Fine of not more than \$20 million if an individual, \$75 million if not an individual.
II	PCP 10-99 grams pure or 100-999 grams mixture		PCP 100 grams or more pure or 1 kilogram or more mixture	
				2 or More Prior Offenses: Life imprisonment. Fine of not more than \$20 million if an individual, \$75 million if not an individual.

Substance/Quantity	Penalty
Any Amount of Other Schedule I & II Substances	First Offense: Not more than 20 yrs. If death or serious bodily injury, not less than 20 yrs. or more than Life. Fine \$1 million if an individual, \$5 million if not an individual. Second Offense: Not more than 30 yrs. If death or serious bodily injury, life imprisonment. Fine \$2 million if an individual, \$10 million if not an individual.
Any Drug Product Containing Gamma Hydroxybutyric Acid	
Flunitrazepam (Schedule IV) 1 Gram or less	
Any Amount of Other Schedule III Drugs	First Offense: Not more than 10 yrs. If death or serious bodily injury, not more than 15 yrs. Fine not more than \$500,000 if an individual, \$2.5 million if not an individual. Second Offense: Not more than 20 yrs. If death or serious injury, not more than 30 years. Fine not more than \$1 million if an individual, \$5 million if not an individual.
Any Amount of All Other Schedule IV Drugs (other than one gram or more of Flunitrazepam)	First Offense: Not more than 5 yrs. Fine not more than \$250,000 if an individual, \$1 million if not an individual. Second Offense: Not more than 10 yrs. Fine not more than \$500,000 if an individual, \$2 million if other than an individual.
Any Amount of All Schedule V Drugs	First Offense: Not more than 1 yr. Fine not more than \$100,000 if an individual, \$250,000 if not an individual. Second Offense: Not more than 4 yrs. Fine not more than \$200,000 if an individual, \$500,000 if not an individual.

Federal Trafficking Penalties for Marijuana, Hashish and Hashish Oil, Schedule I Substances	
Marijuana 1,000 kilograms or more marijuana mixture or 1,000 or more marijuana plants	First Offense: Not less than 10 yrs. or more than life. If death or serious bodily injury, not less than 20 yrs., or more than life. Fine not more than \$10 million if an individual, \$50 million if other than an individual. Second Offense: Not less than 20 yrs. or more than life. If death or serious bodily injury, life imprisonment. Fine not more than \$20 million if an individual, \$75 million if other than an individual.
Marijuana 100 to 999 kilograms marijuana mixture or 100 to 999 marijuana plants	First Offense: Not less than 5 yrs. or more than 40 yrs. If death or serious bodily injury, not less than 20 yrs. or more than life. Fine not more than \$5 million if an individual, \$25 million if other than an individual. Second Offense: Not less than 10 yrs. or more than life. If death or serious bodily injury, life imprisonment. Fine not more than \$8 million if an individual, \$50million if other than an individual.
Marijuana 50 to 99 kilograms marijuana mixture, 50 to 99 marijuana plants	First Offense: Not more than 20 yrs. If death or serious bodily injury, not less than 20 yrs. or more than life. Fine \$1 million if an individual, \$5 million if other than an individual. Second Offense: Not more than 30 yrs. If death or serious bodily injury, life imprisonment. Fine \$2 million if an individual, \$10 million if other than an individual.
Hashish More than 10 kilograms	
Hashish Oil More than 1 kilogram	
Marijuana less than 50 kilograms marijuana (but does not include 50 or more marijuana plants regardless of weight) 1 to 49 marijuana plants	First Offense: Not more than 5 yrs. Fine not more than \$250,000, \$1 million if other than an individual. Second Offense: Not more than 10 yrs. Fine \$500,000 if an individual, \$2 million if other than individual.
Hashish 10 kilograms or less	
Hashish Oil 1 kilogram or less	

Disciplinary Sanctions

In determining appropriate institutional disciplinary sanctions two major factors will be considered:

1. if the infraction was opposed to local, State, or Federal laws, and
2. if the infraction was opposed to university standards and the seriousness of the impact of the violation. To determine the impact of the violation it will be evaluated if the offense was illegal, if it was on-campus or off-campus, if there is a personal history of drug or alcohol abuse, and the impact on campus life.

Depending on these determining factors, disciplinary action may range from a warning to termination of employment. If illegal activity was involved, Law Enforcement will also be informed of the incident.

Health Risks Associated with the Use of Illicit or Illegal Drugs or Alcohol

Medical studies indicate that users of illicit or illegal drugs or alcohol can suffer from a wide range of medical and psychological problems. Those problems can be as mild as depression or as severe as permanent brain damage or death. At the very least, use promotes poor application to work as shown by lack of concentration and loss of self-esteem. Additional information on the health risks associated with the use of illicit or illegal drugs or alcohol is available at nida.nih.gov/research-topics or through the Student Affairs Department.

Drug and Alcohol Programs

All employees are informed of Calvary's Zero-Tolerance Policy, the standards of conduct, applicable legal sanctions, a description of the related health risks, resources for counseling, treatment, rehabilitation, and re-entry, and a clear description of the disciplinary sanctions.

Counseling is available at the Student Affairs Office for no fee. Other local options for individual counseling are available with:

<p>Abundant Life Counseling Services 414 S.W. Persels Road Lee's Summit, MO 64081 (816) 554-0944 info@livingproof.co https://livingproof.co/resources/abundant-life-counseling-center/</p>	<p>Grace Counseling 4900 N. Norton Ave. Kansas City, MO 64119 (816) 810-7730 gracecounselingkc@gmail.com https://www.gracecounselingkc.com</p>
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Options for drug/alcohol treatment, including inpatient and/or outpatient treatment include:

<p>Valley Hope Addiction Treatment & Recovery Center 10955 Granada Lane Overland Park, KS 66211 (913) 246-5250 https://valleyhope.org</p>	<p>Larry Ganschow, RASAC I Reigning Grace Counseling Center 11108 N. Oak Trafficway, Suite 209 Kansas City, MO 64155 (816) 694-1677 reigninggracecounsel@rgcconline.org https://rgcconline.org/</p>
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The following steps will be used for re-entry from drug/alcohol related issues that employees must fulfill. The employee will:

- Be placed on Disciplinary Probation for a minimum of one year.
- Participate in regular counseling with an approved counselor specializing in drug/alcohol recovery. Re-entry counseling may be done with:

*Larry Ganschow, RASAC I
Reigning Grace Counseling Center
11108 N. Oak Trafficway, Suite 209, Kansas City, MO 64155
(816) 694-1677*

- Allow open communication between the Counselor and the Cabinet.
- Have regular meetings with the Cabinet.

The Cabinet will meet after one year to review the employee's progress and status. At that time, they will decide on an appropriate course of action.

Faculty/Staff members who become aware of any Zero Tolerance Policy violations must report them to the Dean of Students or the appropriate University officer who will contact the appropriate authorities.

GRIEVANCE PROCEDURES

A grievance is a concern related to an alleged illegal or improper action not addressed in other policies contained within the Student, Staff, or Faculty Handbooks.

The University is committed to the scriptural principles found in Matthew 18:15-17. Therefore, when an employee has a grievance against a student or another employee, the aggrieved party is encouraged, but not required, to discuss the matter privately with the person with whom they have the grievance in an effort to resolve the matter.

The University understands the difficulty inherent in discussing a grievance an employee has

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with a person in a position of authority over them. In the event that the employee's grievance is with their own supervisor or the Cabinet member who oversees them, they may skip that person in the procedure below.

The standard University procedure for issues encountered with another employee, which have not been resolved directly with that employee, are as follows:

1. If an employee believes a violation of Calvary's Title IX Policy may have occurred, the Title IX Policy will govern next steps.
2. If the issue encountered with a fellow employee is not in relationship to the Calvary Title IX Policy, the following steps outline the process for addressing the issue:
 - a. Bring the issue to the supervisor of the employee against whom there is a grievance.
 - b. If the issue is not resolved, bring the issue to the Cabinet member who oversees the employee against whom there is a grievance.
 - c. If the issue is still not satisfactorily resolved: move to the policy of submitting a formal grievance below.

Calvary has set procedures for employees who wish to file a formal grievance:

1. The employee must submit a [Grievance Form](#) to the Director of Human Resources* as promptly as possible and should include the following information:
 - The date and place of the incident
 - A description of what occurred
 - The date the aggrieved employee spoke with the person with whom they have the grievance
 - The date the aggrieved employee spoke with the supervisor of the employee against whom there is a grievance
 - The date the aggrieved employee spoke with the Cabinet member who oversees the employee against whom there is a grievance
 - The name and signature of the aggrieved employee

In accordance with the Standards of Christian Conduct, when an employee submits a written grievance, they will sign the accompanying form provided by the Director of Human Resources* that their desire is to see this issue resolved internally within the university and they will abide by the decision rendered as a result of this process.

Upon termination, if an employee does not file a grievance immediately, they will forfeit their right to claim a grievance of any perceived wrongs while employed.

A grievance form submitted more than 12 months from the occurrence of the incident will not be considered.

2. Once the grievance is reviewed, the Director of Human Resources* will conduct a thorough investigation of the grievance.

The results of the investigation will be presented to the members of the Cabinet responsible for the internal processes of the University: the Chief Financial Officer, the

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Chief Operations Officer, and the Chief Academic Officer. In rare situations, where one of these Chief Officers is unavailable for this presentation (i.e., the grievance is against that Chief Officer, that Chief Officer is out due to an extended illness, etc.), the Chief Development Officer will serve in place of the absent Chief Officer.

The Cabinet's evaluation will consider the preponderance of the evidence in making its decision.

As a result of the review of the investigation, the University may take corrective and/or disciplinary action up to and including dismissal.

3. The employee submitting the grievance will be notified when the situation has been addressed.

Employees filing a written grievance may be required to meet with the University Chief Officer(s) or the Cabinet face-to-face to answer questions and provide more contextual information related to the alleged incident. If the employee chooses not to submit their grievance in writing and/or chooses not to meet with University staff when requested to do so, the University reserves the right to not respond to the filed grievance; although a copy of the report will be left in the employee's file in the Human Resources Office.

If the accusation against a student, staff, or faculty member is determined to be false or malicious, the accusing employee may be subject to discipline or dismissal.

In all cases, confidentiality of the accuser and accused will be strictly maintained except as required by applicable law. Any crimes violating federal, state, or local law will be referred to the appropriate enforcement agency.

*There are a limited number of situations where the written grievance should not be filed with the Director of Human Resources. These situations are limited to:

- If the grievance is with the Director of Human Resources, it should be submitted to the Chief Financial Officer (supervisor of Human Resources). In this situation, the Chief Financial Officer will conduct a thorough investigation, which will then be presented to and reviewed by the Chief Development Officer, the Chief Operations Officer, and the Chief Academic Officer.
- If the grievance is with the President, it should be submitted to the Chief Operations Officer. In this situation, the Chief Operations Officer will conduct a thorough investigation, which will then be presented to and reviewed by the Chief Financial Officer, the Chief Development Officer, and the Chief Academic Officer.

Appeal Procedures

An employee has the right to appeal decisions regarding their particular grievance. An employee may appeal for three reasons:

1. The introduction of new information
2. Failure to uphold the employee's rights
3. Appropriateness of the sanction

To initiate the appeal process, the appellant must submit a written appeal to the Director of Human Resources within five business days of receiving verbal or written notification of the decision.

Written appeals must contain the following information:

1. A statement which includes all relevant issues and evidence to be considered. Issues/evidence not included in this statement will not be considered in the appeal hearing.
2. Witness(es), if any, and the essence of their proposed contribution to the appeal process. Witnesses must be able to provide first-hand knowledge of the situation in appeal.

After receiving the written appeal, the Director of Human Resources will take the appeal to the Cabinet. The Cabinet will, within ten business days of the receipt of the appeal request, review and evaluate the information that the appellant has presented. Based on the nature of the appeal, the Cabinet has the discretion whether or not to call the appellant and/or his/her witnesses to appear before the Cabinet. If the appellant and/or the witnesses will be called, they will be notified at least two business days in advance of the appeal hearing date. After the Cabinet renders a judgment for the appeal, the Director of Human Resources will issue the Cabinet's decision in writing to the parties involved within ten business days of the conclusion of the appeal process. Once the Cabinet renders a decision, no other appeals are possible at an institutional level.

In the event that a Cabinet member was the subject of the grievance or implicated during the disciplinary investigation, they will recuse themselves from the review and the vote concerning the appeal. In the case of a tie, the President will cast the deciding vote.

The Cabinet may record the appeal hearing.

Formal rules of evidence are not followed in respect to appeal proceedings, and past conduct may be considered in the appeal process. No particular model of procedural process is required; however, the Cabinet will attempt to structure the procedure so as to determine the truth in a fair and reasonable manner, considering the preponderance of the evidence. During periods where there may be issues of employee availability such as vacation periods, the University reserves the right to alter the timing of the appeals process as necessary.

PREGNANCY DISCRIMINATION ACT (PDA) AND PREGNANCY ACCOMMODATION ACT (PWFA) POLICY

Calvary University is committed to providing a safe and discrimination-free workplace for all employees, including those who are pregnant or have recently given birth. This policy is intended to ensure that employees are treated fairly and without discrimination based on their pregnancy, childbirth, or related medical conditions.

Pregnancy Discrimination Act (PDA)

It is illegal to discriminate against an employee because of pregnancy, childbirth, or related medical conditions. This includes:

- Refusing to hire an employee because of pregnancy
- Terminating an employee's employment due to pregnancy
- Denying an employee a job promotion or advancement due to pregnancy
- Creating a hostile work environment based on pregnancy

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Calvary University will not discriminate against employees based on their pregnancy, childbirth, or related medical conditions.

Pregnancy Accommodation Act (PWFA)

The PWFA requires employers to provide reasonable accommodations to employees with pregnancy-related medical conditions. A reasonable accommodation may include:

- Modified duties or assignments
- Flexible work schedules or telework arrangements
- Temporary reassignment of duties
- Leave for prenatal care or other medical appointments

Calvary University will provide reasonable accommodations to employees with pregnancy-related medical conditions, unless doing so would cause an undue hardship.

Employee Responsibilities

- Employees who are pregnant or have recently given birth must inform their supervisor or HR of their condition and any necessary accommodations.
- Employees must provide written certification from their healthcare provider outlining the nature and duration of their pregnancy-related medical condition.
- Employees must adhere to any reasonable accommodations provided by Calvary.

Supervisor Responsibilities

- Supervisors are responsible for ensuring that employees with pregnancy-related medical conditions are provided with reasonable accommodations.
- Supervisors must maintain confidentiality regarding an employee's medical condition.
- Supervisors must document any requests for accommodations and the outcome of those requests.

HR Responsibilities

- HR will review requests for accommodations and ensure that they are reasonable and do not create an undue hardship.
- HR will maintain records of all requests for accommodations and the outcome of those requests.
- HR will provide guidance and support to employees and supervisors regarding pregnancy-related medical conditions and accommodations.

Consequences of Non-Compliance

Any employee or supervisor found to have engaged in pregnancy discrimination or failed to provide reasonable accommodations will be subject to disciplinary action, up to and including termination of employment.

SEXUAL HARASSMENT AND SEXUAL VIOLENCE RESPONSE & TITLE IX POLICY

Special thanks to Moody Bible Institute for allowing us to use their document as the basis for our own.

I. POLICY STATEMENT

As established in Calvary University's Statement of Faith and Positions all members of the Calvary University community, faculty, trustees, students, and employees commit themselves to the inerrancy of the Bible and as such affirm two options for sexual expression: monogamous marital relations between one man and one woman or sexual celibacy. Within these two Biblical designs, there can be found sexual fulfillment, whereas outside of these two designs sexual expression is improper. The Bible establishes the created order given by

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God in creating human beings distinctly as male and female and this establishes the connection between biological sex and gender.

The fall of humanity corrupted human sexuality in both spiritual and physical ways and as a community, we are committed to helping one another attain the highest standards of sexual morality, recognize the effects of sexual sin against God, self, and others, and condemn all forms of harassment or abuse.

Consistent with these principles, Calvary University is committed to complying with laws on sexual misconduct, including Title IX, the Jeanne Clery Act (Clery Act), and the Campus Sexual Violence Elimination Act (SaVE Act). The University has adopted policies and procedures to prevent and respond to incidents of sexual misconduct, as well as other forms of harassment and discrimination.

The University will respond promptly and effectively to reports of sexual misconduct, as well as other forms of harassment and discrimination, and will take appropriate action to prevent, correct, and, when appropriate, discipline behavior that violates this policy. The University will also take steps in the event of harassment or discrimination to remedy its discriminatory effects on the victim and others, if appropriate.

This policy does not condone sexual relationships or any behavior that is inconsistent with the University Statement of Faith and Positions, regardless of whether the parties' actions are welcome or consensual as defined in this policy, and violations of the University's Statement of Faith and Positions or any violation of other University policies may result in disciplinary sanctions, up to and including expulsion or termination.

In the event of a conflict between the provisions of this policy and the University's Statement of Faith and Positions, and related policies, the University's Statement of Faith and Positions and related policies will control.

II. SCOPE OF THE POLICY AND JURISDICTIONAL STATEMENT

This Policy applies to all students¹; student organizations; Calvary employees and contractors, including staff, faculty, and administrators; and all other persons who participate in Calvary's Education Programs and Activities, including third-party visitors on campus (the "Calvary Community"). This Policy prohibits the conduct set forth in Section VI regardless of the Complainant and Respondent's relationship status and whether the Complainant and Respondent are members of the same or opposite sex.

Calvary may investigate any alleged violation of this Policy that occurs in the context of Calvary's Education Programs and Activities (including academic, educational, extracurricular, and other Calvary programs), or for which Calvary otherwise has a substantial interest, regardless of whether that conduct occurred on or off campus. Regardless of where the conduct occurred, Calvary will review reports of Policy violations to determine whether the conduct occurred in the context of its Education Programs and Activities or whether Calvary otherwise has a substantial interest in the allegations. A substantial interest includes:

- a. Any action that constitutes a criminal offense as defined by applicable law (This includes, but is not limited to, single or repeat violations of any local, state, or federal law);

¹ For the purpose of this Policy, Calvary defines "student" as any individual who has matriculated into any academic program at Calvary University and presently has an active program status with Calvary University.

- b. Any situation in which it is determined that the Respondent poses an immediate threat to the physical health or safety of any student or other member of the Calvary Community;
- b) Any situation that significantly impinges upon the rights, property, or achievements of a member of the Calvary Community or significantly breaches the peace or causes social disorder within the Calvary Community;
- c) Any situation where the alleged misconduct may have continuing effects on campus or in an off-campus Education Program or Activity; or
- d) Any situation that is detrimental to the educational interests or mission of Calvary.

All actions by a student that involve the use of Calvary's computing and network resources from a remote location, including but not limited to accessing email accounts and participating in online classes, will be deemed to have occurred in the context of Calvary's Education Programs and Activities.

If the Respondent is unknown or is not otherwise subject to sanctions imposed by Calvary, the Title IX Coordinator will offer the Complainant Supportive Measures, remedies, and resources, such as identifying appropriate campus and local resources and support options or, when criminal conduct is alleged, assisting to contact local or campus law enforcement if the individual would like to file a police report. Although Calvary may not, in certain instances, be in a position to conduct an investigation, it may provide appropriate resources or support to impacted individuals and, where appropriate, the broader Calvary Community.

If any terms of this Policy are in conflict with terms of another Calvary policy, the terms of this Policy will control.

III. DEFINITIONS

Advocates: Advocates are Calvary-appointed employees who can connect individuals to professional help (both medical and counseling) and provide guidance on Calvary's Title IX policy. While they are not licensed counselors and do not act in a counseling role, they offer a confidential space for reporting parties to share details of an incident. Advocates maintain confidentiality except in cases of immediate threat, danger, or abuse of a minor. Licensed counselors are available free of charge through the Advocates or the Associate Dean of Students. Additionally, Advocates are required to submit anonymous statistical information in compliance with the Clery Act. (See Appendix C.)

Confidential Resources: Confidential Resources individuals who are required by law to protect confidentiality when acting in the course of their professional duties. Under most circumstances, Confidential Resources will not share information with other individuals without the express consent of the reporting party. An exception may be made if there is an imminent risk of danger to the reporting party or another individual or if a federal, state, or local law mandates disclosure, such as in the case of child abuse and neglect. (See Appendix C.)

Complainant: When used in this Policy, the Complainant is the person who is alleged to have experienced Prohibited Conduct.

Formal Complaint: A Formal Complaint is a document signed by the Complainant or the Title IX Coordinator alleging a violation of this Policy against a Respondent and requesting that Calvary initiate an Informal or Formal Resolution pursuant to this Policy and its Complaint Resolution Procedures. A Formal Complaint may be filed with the Title IX Coordinator or their Designee in person, by mail, or by electronic mail by using the contact information in Section

V of this Policy. For matters involving Title IX Prohibited Conduct, the Complainant must be participating or attempting to participate in Calvary's Education Programs and Activities at the time they file a Formal Complaint.

Designated Reporter: Designated Reporters are required to report allegations regarding conduct prohibited by this Policy to the Title IX Coordinator. All employees of Calvary are Designated Reporters unless they have been designated by Calvary as a Victim Advocate. All Resident Discipleship Directors (RDDs) and Resident Discipleship Leaders (RDLs) are also Designated Reporters for the purpose of this Policy.

Good Faith Report: A report by a person who has reasonable cause to believe the report is true and who is making it without malice or consideration of personal benefit.

Calvary's Education Programs and Activities: A program, location, event, service, or circumstance over which Calvary exercised substantial control over both the Respondent and the context in which the alleged Prohibited Conduct occurred, including any building owned or controlled by a student organization that is officially recognized by Calvary. Calvary's Education Programs and Activities include both admissions and employment. Conduct occurs within the scope of Calvary's Education Programs and Activities when:

- It occurs on any Calvary campus;
- It occurs on a property or in any facility owned and controlled by Calvary;
- It occurs as part of Calvary's operations;
- Calvary exercised substantial control over the Respondent at the time of the incident; or
- It occurs in a building owned or controlled by a student organization that is officially recognized by Calvary.

Party or Parties: Refers to the Complainant and the Respondent, or both collectively.

Preponderance of the Evidence: A type of evidentiary standard used in a burden of proof analysis. Under the preponderance standard as applied in this Policy, the burden of proof is met when the Decision Maker reviews the relevant evidence and concludes that there is a greater than 50% chance that the claim is true.

Prohibited Conduct: Conduct prohibited by this Policy, as defined in Section VI.

Relevance: Evidence is determined to have relevance if it has any tendency to make any material fact more or less probable.

Report: A report is a notification of an incident of sex discrimination to the Title IX Coordinator or their Designee by any person. A report may be accompanied by a request for supportive measures, no further action, filing a Formal Complaint (by the Complainant or by the Title IX Coordinator, if deemed necessary), or a request to initiate an Informal Resolution process, if available.

A Report is different from a Complaint. Filing a Formal Complaint initiates the University's investigation process.

Respondent: When used in this Policy, the Respondent is the person who is alleged to have engaged in Prohibited Conduct.

IV. STATEMENT REGARDING PRIVACY AND CONFIDENTIALITY

Calvary is committed to protecting the privacy of all individuals who are involved in a report

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of Prohibited Conduct. To the fullest extent practicable, consistent with fair and full investigation procedures, information related to a report of Prohibited Conduct will be shared by Calvary only with those who need to know² (i) to assist in the investigation or resolution of the report, or (ii) to allow Calvary to comply with other requirements under this Policy or federal, state, or local law. Individuals who are involved in the review, investigation, or resolution of reports or Formal Complaints are trained to safeguard private information.

Complainants, Respondents, and any witnesses involved in the Complaint Resolution Procedures under this Policy are strongly encouraged to exercise discretion in sharing information learned in the resolution process in order to protect the privacy of the individuals involved, to safeguard the integrity of the process, and to avoid the appearance of Retaliation. Complainants and Respondents are not restricted from discussing the allegations set forth in a Formal Complaint.

Calvary prohibits Parties from distributing documents obtained in the course of their participation in the Complaint Resolution Procedures, including, but not limited to, the Formal Complaint, interview summaries, and the evidence file and investigative report, other than for the purpose of consulting with an advisor; incidental to seeking support and advice from family, clergy, health professionals, and others playing a similar role; or as part of a civil, criminal, or administrative legal proceeding.

As appropriate, in a given case, a Calvary official such as the Title IX Coordinator, may issue an order restricting the Parties from disclosing specific information. Additionally, sharing information obtained through the Complaint resolution Procedures may constitute Retaliation prohibited under this Policy if other elements of the definition of Retaliation are satisfied. Calvary will provide other participants, such as witnesses and hearing and appeal panel members, with instructions about respecting and safeguarding private information. Such persons are obliged to comply with Calvary's rules regarding privacy.

Calvary will take reasonable measures to protect the privacy of proceedings and records; however, Calvary cannot and does not guarantee that privacy will be maintained. Privacy does not mean that Calvary is constrained from divulging facts of proceedings in appropriate circumstances and where permitted by law.

Students and employees who wish to obtain confidential assistance without making a report to Calvary may do so by contacting the Confidential Resources listed in Appendix C. These resources will not share any personally identifiable information with other Calvary employees without express permission unless doing so is necessary to address a serious and ongoing threat to the Calvary Community or where required by federal, state or local law.

When Calvary receives a report or Formal Complaint of Prohibited Conduct, but the Complainant requests that their identity remain confidential or that Calvary not take action to address the conduct reported, Calvary must balance this request against its responsibility to provide a safe and non-discriminatory environment for all members of the Calvary Community. Calvary will take all reasonable steps to investigate and respond to the report consistent with the Complainant's request, but its ability to do so may be limited. If Calvary determines that it cannot maintain a Complainant's request for confidentiality, Calvary will inform the Complainant as soon as practicable and will take steps to protect and assist the

² For example, if Calvary has reasonable suspicion that a student or employee may be a risk of harm or direct threat to the safety of others, Calvary may use discretion to disclose necessary information for the protection of the Calvary Community and its operations.

Complainant. The Complainant will not be required to participate in any proceedings initiated by Calvary. However, if the Complainant declines to participate in an investigation or adjudication under this Policy and its Complaint Resolution Procedures, Calvary's ability to meaningfully respond to a report of Prohibited Conduct may be limited.

V. TITLE IX COORDINATOR

Calvary has designated the Title IX Coordinator, with the assistance of designated staff, to coordinate Calvary's compliance with Title IX and related provisions of the Clery Act³ (as amended by the Violence Against Women Act or VAWA⁴) and Missouri state law. The Title IX Coordinator oversees compliance with all aspects of this Policy, including oversight of Calvary's response to all reports of Prohibited Conduct. When used in this Policy, the term Title IX Coordinator may include an appropriate Designee. Questions about this Policy may be directed to Calvary's Title IX Coordinator. The Title IX Coordinator's contact information is:

Jolayne Rogers
Madison Hall, Room 202
15800 Calvary Rd, Kansas City, MO, 64147
816-425-6148 – TitleIX@calvary.edu

The Title IX Coordinator acts with independence and authority free from bias and conflicts of interest. The Title IX Coordinator oversees all resolutions under this Policy and related Complaint Resolution Procedures. The Title IX Coordinator may delegate responsibilities under this Policy to designated Calvary staff or external professionals, who will have appropriate training or experience. Individuals tasked with aspects of implementation of this Policy and its Complaint Resolution Procedures receive appropriate training as required by relevant federal, state, and local laws.

VI. PROHIBITED CONDUCT

Prohibited Conduct is set out below. Calvary will respond to all reports of Prohibited Conduct pursuant this Policy. Conduct that does not meet the definitions below or that is not otherwise prohibited by this Policy may violate other Calvary policies or may be considered inappropriate or unacceptable within the Calvary Community. In appropriate cases, the Title IX Coordinator may refer reports of such conduct elsewhere within Calvary for resolution.

A. Title IX Prohibited Conduct

Title IX Prohibited Conduct is conduct on the basis of sex, occurring within the United States and within Calvary's Education Programs and

³ [2014-24284.pdf \(govinfo.gov\)](#)

⁴ <https://www.federalregister.gov/documents/2016/11/16/2016-25888/violence-against-women-reauthorization-act-of-2013-implementation-in-hud-housing-programs>

Activities on or after August 14, 2020⁵, that constitutes one or more of the following:

- 1) Quid Pro Quo Sexual Harassment: An employee of Calvary conditions the provision of an aid, benefit, or service of Calvary on an individual's participation in unwelcome sexual conduct.
- 2) Hostile Environment Sexual Harassment: Unwelcome conduct, determined by a reasonable person, to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to Calvary's Education Programs and Activities.⁶
- 3) Sexual Assault/Sexual Violence⁷: Any one or more of the following sexual acts directed against another individual, without the consent of that individual, including instances in which the individual is incapable of giving consent.

I. Non-Consensual Sexual Penetration (Rape, Sodomy)

- a. Non-Consensual Sexual Penetration includes penetration, no matter how slight, of the vagina or anus of an individual with any body part or object, or oral penetration by a sex organ of another individual, either:
 - 1) without the consent of the individual, or
 - 2) in instances in which the individual is incapable of giving consent because of age, or because of temporary or permanent mental or physical incapacity.

II. Non-Consensual Sexual Contact (Fondling)

- b. The touching, either directly or through clothing, of the private body parts of another individual (buttocks, groin, breasts) for the purpose of sexual gratification, either:
 - 1) without the consent of the individual, or

⁵ If the incident occurs before but reported after August 14, 2020, the date on which the Title IX procedures listed in Appendix A were federally mandated, it will be handled by the Complaint Resolution Procedures listed in Appendix B.

⁶ Unwelcomeness is subjective and determined by the Complainant (except when the Complainant is below the age of consent). Severity, pervasiveness, and objective offensiveness are evaluated based on the totality of the circumstances from the perspective of a reasonable person in the same or similar circumstances, including the context in which the alleged incident occurred and any similar, previous patterns that may be evidenced.

⁷ Sexual Assault constitutes "sexual abuse" as defined under relevant Missouri law, including subjecting another person to sexual contact without that person's consent, or when that person is incapacitated, incapable of consent, or lacks the capacity to consent, or by the use of forcible compulsion.

- 2) in instances in which the individual is incapable of giving consent because of age, or because of temporary or permanent mental or physical incapacity.
- 4) Incest: Non-forcible sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law.
- 5) Statutory Rape: Non-forcible sexual intercourse with a person who is under the age of 17.
- 6) Dating Violence: Violence, committed by a person, who is in or has been in a social relationship of a romantic or intimate nature with an individual. The existence of such a relationship shall be determined based on the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. For the purposes of this definition, Dating Violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse. Dating Violence does not include acts covered under the definition of Domestic Violence.
- 7) Domestic Violence: Violence, including but not limited to, sexual or physical violence committed by a current or former spouse or intimate partner of an individual, by a person with whom the individual shares a child in common, or by a person who is cohabitating with, or has cohabitated with, the individual as a spouse or intimate partner, or by a person similarly situated to a spouse of the individual under the domestic or family violence laws of the state where the alleged misconduct occurred, or by any other person against an adult or youth individual who is protected from that person's acts under the applicable domestic or family violence laws of the state where the alleged misconduct occurred.
- 8) To categorize an incident as Domestic Violence, the relationship between the Respondent and the Complainant must be more than just two people living together as roommates.
- 9) Stalking: Engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for that person's safety, or the safety of others; or suffer substantial emotional distress. For the purposes of this definition:
 - I. Course of conduct means two or more acts, including, but not limited to, acts in which the Respondent directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or about a person, or interferes with a person's property.
 - II. Reasonable person means a reasonable person under similar circumstances and with similar characteristics to the Complainant.
 - III. Substantial emotional distress means significant mental

suffering or anguish that may but does not necessarily require medical or other professional treatment or counseling.

- IV. An employee will not be found to have engaged in stalking based solely on the employee's performing certain tasks or duties required by their employment with Calvary.

B. Non-Title IX Prohibited Conduct

In addition to the conduct set forth above as Title IX Prohibited Conduct, the following conduct is also prohibited under this Policy:

- 1) Non-Title IX Sexual Harassment: Non-Title IX Sexual Harassment includes conduct that meets the definition of Title IX Quid-Pro-Quo Sexual Harassment and Title IX Hostile Environment Sexual Harassment but does not occur within the United States or within Calvary's Education Programs and Activities (e.g., sexual harassment occurs on a school trip outside of the United States). Non-Title IX Sexual Harassment also includes conduct that does not meet the definition of Title IX Sexual Harassment but otherwise constitutes an unwelcome sexual advance, a request for sexual favors, or other unwanted conduct of a sexual nature, whether verbal, non-verbal, graphic, physical, or otherwise when the conditions outlined in (i) or (ii) below are present; or unwelcome conduct based on sex which may include acts of aggression, intimidation, or hostility, whether verbal, non-verbal, graphic, physical, or otherwise when the conditions outlined in (i) or (ii) below are present.
 - (i) Submission to or rejection of such conduct is made, either explicitly or implicitly, a term or condition of a person's employment, academic standing, or participation in any of Calvary's Education Programs and Activities or is used as the basis of Calvary decisions affecting the individual; or
 - (ii) Such conduct creates a Non-Title IX Hostile Environment. A Non-Title IX Hostile Environment exists when the conduct is sufficiently severe, persistent, or pervasive that it unreasonably interferes with, limits, or deprives an individual from participating in or benefiting from Calvary's Education Programs and Activities. Conduct must be deemed severe, persistent, or pervasive from both a subjective and objective perspective. In evaluating whether a Non-Title IX Hostile Environment exists, Calvary will consider the totality of known circumstances, including, but not limited to:
 - The frequency, nature, and severity of the conduct;
 - Whether the conduct was physically threatening;
 - The effect of the conduct on the Complainant's mental or emotional state;
 - Whether the conduct arose in the context of the discriminatory conduct;
 - Whether the conduct unreasonably interfered with the Complainant's educational or work performance

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- or Calvary Programs or Activities; and
- Whether the conduct is protected by academic freedom or freedom of speech.

A Non-Title IX Hostile Environment can be created by persistent or pervasive conduct or by a single or isolated incident, if sufficiently severe. The more severe the conduct, the less need there is to show a repetitive series of incidents to prove a hostile environment.

- 2) Non-Title IX Sexual Assault: Non-Title IX Sexual Assault includes conduct that meets the definition of Title IX Sexual Assault but does not occur within the United States or within Calvary's Education Programs and Activities.
- 3) Non-Title IX Dating Violence: Non-Title IX Dating Violence includes conduct that meets the definition of Title IX Dating Violence but does not occur within the United States or within Calvary's Education Programs and Activities.
- 4) Non-Title IX Domestic Violence: Non-Title IX Domestic Violence includes conduct that meets the definition of Title IX Domestic Violence but does not occur within the United States or within Calvary's Education Programs and Activities.
- 5) Non-Title IX Stalking: Non-Title IX Stalking includes conduct that meets the definition of Title IX Stalking but does not occur within the United States or within Calvary's Education Programs and Activities.
- 6) Sexual Exploitation: Sexual Exploitation is intentionally engaging in any of the following:
 - i. Observing another person when that person is nude or engaged in sexual activity without the knowledge and consent of the person observed or allowing another to observe consensual sexual activity without the knowledge and consent of all Parties involved;
 - ii. Making, sharing, posting, streaming or otherwise distributing any image, photography, video, or audio recording or otherwise recording another person when that person is nude or engaged in sexual activity without the knowledge and consent of the person depicted or recorded;
 - iii. Exposing one's genitals to another person without the consent of that person;
 - iv. Exposing another person to a sexually transmitted infection without the knowledge and consent of the person exposed; and
 - v. Causing another person to become incapacitated with the intent of making that person vulnerable to Non-Title IX Sexual Assault or Sexual Exploitation.
- 7) Aiding or Facilitating: Knowingly and intentionally aiding or

facilitating any act of Prohibited Conduct, before or after the fact, is a violation of this Policy.

- 8) **Retaliation:** Retaliation is adverse action taken against an individual with the purpose of interfering with an individual's rights under this Policy and the Complaint Resolution Procedures, including for making a good faith report of Prohibited Conduct, for participating in an investigation, proceeding, or hearing, or for refusing to participate in an investigation, proceeding, or hearing under this Policy and the Complaint Resolution Procedures. Retaliation may include intimidation, threats, coercion, discrimination, or adverse employment or educational actions. Retaliation may be found even when an underlying report made in good faith was not substantiated. Retaliation may be committed by the Respondent, the Complainant, or any other individual or group of individuals. Retaliation does not include good faith actions pursued in response to a report of Prohibited Conduct. Complaints of retaliation that are made during the course of the investigation or resolution of a Formal Complaint of Prohibited Conduct will be investigated and resolved along with the allegations in the Formal Complaint pursuant to the Complaint Resolution Procedures. Complaints of retaliation that are made after a Formal Complaint is resolved will be investigated and resolved pursuant to the Employee Handbook or Student Handbook, depending on the identity of the respondent.
- 9) **False or Bad Faith Allegations:** An individual found to have knowingly made a false complaint or report, or to have knowingly given false information during a process under this Policy, may be subject to disciplinary action, up to and including termination of employment or dismissal from Calvary's academic programs.

C. Affirmative Consent, Coercion, Force, and Incapacitation

- 1) **Affirmative Consent:** Sexual contact must be consensual at all times, and sexual contact is considered consensual only after Affirmative Consent has been given. Affirmative Consent is a knowing, voluntary, and mutual decision among all participants to engage in the particular sexual activity at issue. Consent can be given by words or actions, but those words or actions must create clear permission regarding willingness to engage in the sexual activity at issue. Silence or lack of resistance, in and of itself, does not demonstrate consent. The definition of Affirmative Consent does not vary based upon a participant's gender.

The following are principles that apply to the above definition of Affirmative Consent:

- Consent to any sexual act or prior consensual sexual activity does not necessarily constitute consent to any other sexual act.
- Consent is required regardless of whether the person initiating the act is under the influence of drugs or alcohol.
- Consent may be withdrawn at any time.

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- When consent is withdrawn or can no longer be given, sexual activity must stop.
 - A person is incapable of consent when they are below the minimum age of consent in the state where the sexual act is occurring or because of a temporary or permanent mental or physical incapacity.
 - Consent cannot be given when it is the result of any coercion.
- 2) Coercion: Coercion is intimidation or other conduct that would compel an individual to do something against their will by (1) the use of physical force or confinement, (2) expressed or implied threats of physical, emotional, property, or reputational harm, or (3) pressure that would cause a reasonable person to fear such harm. Coercion can include unreasonable and sustained pressure for sexual activity when a person expresses their decision to not participate in a particular form of sexual activity, a decision to stop a sexual activity, or a decision not to go beyond a certain sexual interaction. Coercive behavior differs from seductive behavior based on the type of pressure someone uses to get consent from another. In assessing whether coercion was used, the frequency, duration, and intensity of the pressure applied will be taken into consideration.
- 3) Incapacitation: Incapacitation is a state where one cannot make a rational decision to engage in sexual activity because they lack the ability to understand the fact, nature, or extent of the act (e.g., to understand the "who, what, when, where, why or how" of their sexual interaction), and/or are physically helpless. Incapacitation negates consent. An individual cannot give consent when mentally or physically incapacitated, when the incapacity is known or, based on the circumstances, should reasonably have been known. An individual who engages in sexual activity when that individual knows or should have known that the other person is physically or mentally incapacitated has violated this Policy. It is not an excuse that the Respondent was intoxicated and, therefore, did not realize the incapacity of the Complainant. Some examples of Incapacitation may include:
- i. The person is incapacitated due to the use or influence of alcohol or drugs. Because the impact of alcohol and other drug use varies from person to person, the amount of alcohol and/or drugs a person consumes will not ordinarily be sufficient, without other evidence to prove they were incapacitated under this Policy. Depending on the degree of intoxication, someone who is under the influence of alcohol, drugs, or other intoxicants may be incapacitated and therefore unable to give consent.
 - ii. The person is asleep or unconscious.
 - iii. The person is involuntarily restrained.
 - iv. The person is incapacitated due to a mental or physical disability.

VII. CAMPUS AND COMMUNITY RESOURCES

A. Overview of Resources and Disclosures

Calvary is committed to the safety and care of all individuals and to treating each person with value, honor, and compassion according to our calling as followers of Christ. Both Complainants and Respondents have equal access to support and counseling through Calvary's Student Dean's Department. All Parties are encouraged to utilize on-campus or off-campus resources for assistance. For a comprehensive list of resources, see Appendix C of this Policy.

Any individual who has been the victim of a crime is encouraged to get to a safe place and to call 911 or to contact local law enforcement immediately.

Calvary recognizes that not every individual will choose to report conduct prohibited by this Policy to Calvary or to law enforcement. Accordingly, Confidential Resources are available to all students and employees. Confidential Resources can provide critical support and information and can assist individuals in evaluating whether to make a report to Calvary or to law enforcement. Confidential Resources are listed in Appendix C.

All employees of Calvary except Advocates are Designated Reporters and have an obligation to share any reports of Prohibited Conduct with the Title IX Coordinator.

VIII. MEDICAL CARE AFTER A SEXUAL ASSAULT

Any person who experiences criminal conduct of a sexual nature is encouraged to immediately seek medical assistance. Seeking medical care does not result in a report to law enforcement or to Calvary. Medical providers can facilitate or provide the following:

- Treatment of any injury or physical trauma
- HIV and STI testing
- Pregnancy testing
- Advice on health care concerns related to the incident
- Collection and preservation of evidence as a part of a sexual assault forensic exam for potential use in criminal prosecution

For more information about sexual assault forensic examinations, visit RAINN's (Rape, Abuse & Incest National Network) webpage, call RAINN's 24-hour National Sexual Assault Hotline: (800) 656-HOPE, or chat online at hotline.rainn.org.

IX. MAKING A REPORT UNDER THIS POLICY

A. Reporting Guidelines

All members of the Calvary Community are encouraged to report information about any form of conduct potentially prohibited by this Policy involving a student or an employee. Calvary will respond to all reports of Prohibited Conduct, including contacting the Complainant to discuss the availability of Supportive Measures, resources for support, and options for

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resolution.

At the time a report of Prohibited Conduct is made, a Complainant does not have to decide whether to pursue resolution of the report through any particular resolution process. Choosing to make a report and deciding how to proceed can be a process that unfolds over time. Although Calvary may need to take action as a result of a particular report, Calvary will endeavor to respect a Complainant's wishes in making the decision that is best for them and will provide support to assist each individual in making that decision. Because Prohibited Conduct often involves behaviors or interactions that are not witnessed by third parties, reports cannot always be substantiated by additional direct evidence. Lack of corroborating direct evidence should not discourage a person from reporting an experience of Prohibited Conduct.

Individuals may make a report of Prohibited Conduct by reporting online [here](#), by emailing the Title IX Office at titleix@Calvary.edu, or by contacting the following Calvary employees:⁸

Jolayne Rogers (Title IX Coordinator) – TitleIX@Calvary.edu
 Ron Sharp (Deputy Title IX Coordinator) – ron.sharp@Calvary.edu
 Jamie Franz (Deputy Title IX Coordinator) – jamie.franz@Calvary.edu

a. Designated Reporters

Subject to the exceptions in Section VII (1) above, all Calvary employees are Designated Reporters. All Resident Discipleship Directors and Resident Discipleship Leaders are also Designated Reporters for the purpose of this Policy. When Designated Reporters become aware of an alleged incident of Prohibited Conduct that involves a student or employee as either the Complainant or Respondent, they are always obligated to report the information they have to the Title IX Coordinator or to a Deputy Coordinator. Designated Reporters should be prepared to report the name, date, time, location, and description of the incident (if known). They are otherwise required to maintain an individual's privacy to the greatest extent possible.

When the Title IX Coordinator/Deputy Coordinator receives a report of Prohibited Conduct, they will contact the Complainant, if known, or other individual reporting the Prohibited Conduct, to offer resources and Supportive Measures to the Complainant. The individual will also be advised of the option to pursue a Formal Complaint, if such an option is available, and any other available reporting options and resources.

A Designated Reporter who receives a report should not, under any circumstances, promise or guarantee confidentiality or attempt to resolve the report without first reporting it to the Title IX Coordinator/Deputy Coordinator. Such failure to report may subject the individual to disciplinary sanctions.

Important: Please note that all Calvary employees must also report suspected or known child abuse (including any suspected Prohibited Conduct perpetrated against those under the age of 18) to the Missouri Department of Social Services by calling

⁸ In the event any person wishes to report or make a Formal Complaint that the Title IX Coordinator or any other individual hired within the Title IX office engaged in Prohibited Conduct, such report should be made directly to Calvary's President, either by letter or email. The President will appoint another trained individual to take the place of the Title IX Coordinator, for purposes of processing such report or Formal Complaint.

800-392-3738.

ii. Time Frame for Reporting

There is no time limitation on reporting or filing a Formal Complaint of Prohibited Conduct. However, if the Respondent is no longer subject to Calvary's jurisdiction or significant time has passed, the ability to investigate, respond, and provide remedies may be limited or impossible. Acting on reports and Formal Complaints significantly impacted by the passage of time (including, but not limited to, acts that have been impacted by the rescission or revision of this Policy) is at the discretion of the Title IX Coordinator, who may document allegations for future reference, offer Supportive Measures or remedies, or engage in informal or formal action, as appropriate.

When a Formal Complaint is filed after a significant delay from the occurrence of the alleged Prohibited Conduct, Calvary will apply the Policy definitions in place at the time of the alleged Prohibited Conduct and the Complaint Resolution Procedures in place at the time the report was made.

iv. Anonymous Reporting

Individuals other than Designated Reporters who receive a report of Prohibited Conduct may submit reports of Prohibited Conduct anonymously. An anonymous reporter may make a report without disclosing their name, identifying the Respondent, or requesting action. Depending on the level of information included about the conduct or the individuals involved, anonymous reporting may reduce Calvary's ability to respond or take appropriate action. Moreover, Calvary will generally not be able to take disciplinary action against an individual based solely on an anonymous report.

d. Public Awareness and Advocacy Events

Public awareness or advocacy events at which community members disclose incidents of Prohibited Conduct do not initiate Calvary's Title IX obligations, including its obligation to investigate reports of Prohibited Conduct. Such events may, however, inform the need for campus-wide educational and prevention efforts, and Calvary may implement broad community initiatives in response to such events where appropriate.

B. Response to Reports of Prohibited Conduct

Upon receipt of a report of Prohibited Conduct, the Title IX Coordinator/Deputy Coordinator will provide the Complainant with an explanation of their rights under this Policy, the process for filing a Formal Complaint, an overview of their options for resolution of the Formal Complaint, and the Complaint Resolution Procedures. The Complainant will also be informed of the range of possible outcomes of the resolution process, including potential remedial actions and possible disciplinary actions that may be taken against the Respondent upon a finding of a violation of this Policy. The Complainant will also be advised of their right to request that Calvary refrain from initiating a resolution process and their right to file a report with Calvary Security and state and local law enforcement.

The Complainant will be informed of the availability of Supportive Measures regardless of whether the Complainant files a Formal Complaint. The Title IX Coordinator/Deputy Coordinator will consider the Complainant's requests for Supportive Measures in accordance with Section IX of this Policy.

C. Advisors

The Complainant and Respondent each have the right to have an Advisor of their choosing present with them at all stages under this Policy and its Complaint Resolution Procedures. If

a Party does not have an Advisor, but wishes to have one, Calvary can provide an Advisor at the request of the Party at any point in the Formal Process. Calvary providing an Advisor is only required for the live hearing for the purpose of cross-examination as described in Appendix A. The Advisor may be any person, including an attorney. The Parties may be accompanied by their respective Advisor at any meeting or proceeding related to the investigation or resolution of a report under this Policy. While the Advisor may provide support and advice to the Parties at any meeting or proceeding, Calvary may establish restrictions regarding the extent to which the Advisor may participate in the proceedings. Advisors may not speak on behalf of the Parties or otherwise participate in, or in any manner delay, disrupt, or interfere with meetings or proceedings, with the exception that a Party's Advisor participating in a hearing under Appendix A will ask questions of the other Party and witnesses at the direction of the Party they are advising.

An Advisor should plan to make themselves reasonably available, and Calvary will not unduly delay the scheduling of meetings or proceedings based on the Advisor's availability. If an Advisor fails to comply with the Complaint Resolution Procedures or established rules of decorum, Calvary reserves the right to exclude the Advisor from further participation in the process. The Title IX Coordinator, Decision Maker (if the occurrence is during the live hearing), or Investigator(s) (if occurrence is during the interviews) is responsible for interpreting and applying this provision.

D. Amnesty for Drug and Alcohol Use and Consensual Sexual Activity

The health and safety of every individual at Calvary is important. Calvary recognizes that individuals who have been drinking or using drugs (whether such use is voluntary or involuntary) or have engaged in consensual sexual relationships that are otherwise prohibited by Calvary's policies may be hesitant to report incidents of Prohibited Conduct due to fear of potential consequences for their own conduct. Calvary strongly encourages individuals to report such Prohibited Conduct.

Moreover, a Complainant, witness, Respondent, or other individual shall not be subject to discipline under other Calvary policies for potential conduct violations that arise out of the same facts and circumstances as a report of Prohibited Conduct (such as those that prohibit drug and alcohol use or consensual sexual activity between students) unless Calvary determines that the conduct at issue placed the health or safety of any other person at risk.

During the course of an investigation under this Policy, conduct violations of other Calvary policies that are unrelated to the incident of Prohibited Conduct may be discovered. As such instances

arise, Calvary may exercise discretion in determining appropriate sanctions, which may include lesser sanctions than those stated in the relevant policy or no sanction at all. Any discretionary determination will be considered on a case-by-case basis.

Calvary may offer and encourage support, counseling, or education efforts to help students or employees who are granted amnesty in order to benefit the individual and the campus community.

E. Coordination with Law Enforcement

Calvary strongly encourages Complainants to pursue criminal action for Prohibited Conduct

that may also constitute a crime.⁹ Calvary is available to assist a Complainant in making a criminal report and will cooperate with law enforcement agencies if a Complainant decides to pursue criminal action to the extent permitted by law. Neither law enforcement's determination whether or not to prosecute a Respondent nor the outcome of any criminal prosecution are determinative of whether a violation of this Policy has occurred.

Proceedings under this Policy may be carried out prior to, simultaneously with, or following civil or criminal proceedings. Calvary may not delay conducting its own investigation unless specifically requested by the law enforcement to do so. In the event of such a specific request, Calvary will defer its investigation only during the time that law enforcement is gathering evidence, which should not exceed ten days absent extenuating circumstances. Calvary will nevertheless communicate with the Complainant and Respondent (if appropriate) regarding Title IX rights, procedural options, and the implementation of Supportive Measures to assure safety and well-being of all Parties and the Calvary Community. Calvary will promptly resume fact-gathering as soon as it is informed that law enforcement has completed its initial investigation.

X. SUPPORTIVE MEASURES

Calvary will offer and implement appropriate and reasonable Supportive Measures to the Parties upon notice of alleged Prohibited Conduct. Supportive Measures are non-disciplinary, non-punitive individualized services offered as appropriate, as reasonably available, and without fee or charge to the Parties to restore or preserve access to Calvary's Education Programs and Activities, including measures designed to protect the safety of all Parties or Calvary's educational environment, or deter harassment, discrimination, or retaliation.

At the time that Supportive Measures are offered, Calvary will inform the Complainant, in writing, that they may file a Formal Complaint with Calvary either at that time or in the future, if they have not done so already. The Title IX Coordinator will work with the Complainant and Respondent to ensure that their wishes are considered with respect to the Supportive Measures that are offered. Calvary will maintain the privacy of the Supportive Measures, provided that privacy does not impair Calvary's ability to provide the Supportive Measures. Calvary will act to ensure as minimal an academic or employment (if applicable) impact on the Parties as possible. Calvary will implement measures in a way that does not unreasonably burden the other Party.

Supportive Measures may include, but are not limited to:

- Referral to counseling, medical, or other healthcare services
- Referral to community-based service providers
- Visa and immigration assistance
- Student financial aid counseling
- Education to the community or community subgroup(s)
- Altering campus housing assignment(s)
- Altering work arrangements for employees or student employees
- Safety planning

⁹ Calvary specifically encourages Complainants to report all forms of "sexual violence" as defined under relevant Missouri law, including subjecting another person to sexual contact without that person's consent, or when that person is incapacitated, incapable of consent, or lacks the capacity to consent, or by the use of forcible compulsion.

- Providing campus safety escorts
- Providing transportation accommodations
- Implementing contact limitations (no contact orders) between the Parties¹⁰
- Academic support, extensions of deadlines, or other course/program-related support
- Class schedule modifications, withdrawals, or leaves of absence
- Increased security and monitoring of certain areas of the campus
- Any other actions deemed appropriate by the Title IX Coordinator

a) Review of Supportive Measures

Upon request, a Complainant or Respondent will be afforded a reasonable and prompt review of any Supportive Measure that directly affects them and will be permitted to submit evidence in support of any changes requested.

b) Emergency Removal

If after undertaking an individualized safety and risk analysis, the Title IX Coordinator, in consultation with the Chief of Security, Dean of Students (if the matter involves a student), Director of Human Resources (if the matter involves an employee), and any other necessary personnel, determines that the Respondent poses an immediate threat to the physical health or safety of any student or other individual in the Calvary community, Calvary may remove the Respondent on an emergency basis. The length and nature of the removal will depend on the facts of the particular case. Calvary will notify the Respondent of the Emergency Removal. Both the Complainant and the Respondent will have an opportunity to challenge the decision and its terms, including by submitting evidence, within 48 hours of the notice.

c) Administrative Leave

Calvary may place an employee Respondent on administrative leave, consistent with the Employee Handbook, during the pendency of a Formal Resolution process conducted pursuant to this Policy and its procedures.

XI. RESOLUTION PROCESS

A. Options for Resolution of Reports

Reports of Prohibited Conduct are generally resolved either through a Support-Based Resolution of a report of Prohibited Conduct, an Informal Resolution of a Formal Complaint, or a Formal Resolution of a Formal Complaint.

a) *Initial Review*

When the Title IX Coordinator receives any report of Prohibited Conduct, the Title IX Coordinator will initiate a review of the allegations. Information learned during the initial inquiry will inform the Title IX Coordinator's determination regarding the provision of Supportive Measures to the Parties and appropriate resolution processes.

b) *Support-Based Resolution*

A Support-Based Resolution of a report of Prohibited Conduct occurs when the report does not result in the filing of a Formal Complaint. Support-Based Resolutions will

¹⁰ When a no contact order has been issued as a supportive measure or sanction, violations of no contact orders will be referred to appropriate student or employee conduct processes for enforcement.

include the offering and provision of supportive measures intended to restore equal access to Calvary's Education Programs and Activities and to preserve a safe and non-discriminatory environment for living, working, and learning for students and employees. A Support-Based Resolution will not include a determination as to whether the Respondent engaged in Prohibited Conduct.

c) *Formal Complaints*

A Formal Complaint is a document signed by the Complainant or the Title IX Coordinator alleging a violation of this Policy against a Respondent and requesting that Calvary initiate an Informal or Formal Resolution of the Formal Complaint pursuant to this Policy and its Complaint Resolution Procedures. A Formal Complaint may be filed with the Title IX Coordinator in person, by mail, or by electronic mail. For matters involving Title IX and Non-Title IX Prohibited Conduct as defined in this Policy, the Complainant must be participating or attempting to participate in Calvary's Education Programs and Activities at the time the Complainant files a Formal Complaint.

If the Complainant chooses not to file a Formal Complaint, the Title IX Coordinator has discretion to file a Formal Complaint, regardless of whether the Complainant is then participating or attempting to participate in Calvary's Education Programs and Activities. Where the Title IX Coordinator determines that Calvary cannot honor the Complainant's request that no Formal Complaint be pursued under this Policy, the Title IX Coordinator will promptly initiate the resolution process by filing a signed, written Formal Complaint on behalf of Calvary. In determining whether to file a Formal Complaint, the Title IX Coordinator will consider the following:

- Whether the Respondent has a history of violent behavior or is a repeat offender;
- Whether the incident represents escalation in Prohibited Conduct by the Respondent from previously noted behavior;
- The increased risk that the Respondent will commit additional acts of violence;
- Whether the Respondent used a weapon or force;
- Whether the Complainant is a minor;
- Whether Calvary possesses other means to obtain evidence such as security footage; and
- Whether available information reveals a pattern of perpetration at a given location or by a particular group.

If the Title IX Coordinator decides to file a Formal Complaint, The Title IX Coordinator will notify the Complainant of Calvary's intention to proceed with a Formal Complaint and offer Supportive Measures. The Title IX Coordinator will make reasonable efforts to protect the privacy of the Complainant. However, the Complainant's identity will be disclosed as necessary to effectuate the Formal Resolution process. The Complainant is not required to participate in any proceedings that follow. However, if the Complainant declines to participate in an investigation or the adjudicative process under these Complaint Resolution Procedures, Calvary's ability to investigate meaningfully and respond to a report of Prohibited Conduct may be limited.

i. *Consolidation of Formal Complaints*

The Title IX Coordinator has the discretion to consolidate multiple reports into a single investigation where the Prohibited Conduct arises out of the same facts or circumstances. Consolidation might involve multiple Complainants and a single Respondent, multiple Respondents and a single Complainant, or multiple Complainants and multiple Respondents.

In the event that the allegations under this Policy involve allegations of a violation of a separate Calvary policy, Calvary will have the right, within its sole discretion, to consolidate those other allegations within one investigation or hearing under this Policy and its accompanying Complaint Resolution Procedures.

In the event that allegations of both Title IX and Non-Title IX Prohibited Conduct arise out of the same facts and circumstances, Calvary will have the right, within its sole discretion, to consolidate those allegations into one investigation and hearing under the Title IX Complaint Resolution Procedures (Appendix A).

ii. Dismissal of Formal Complaints

After the filing of the Formal Complaint, or during the initial inquiry, investigation, or resolution process, it may become apparent that conduct alleged in a Formal Complaint did not occur in Calvary's Education Programs and Activities or otherwise cannot meet the definition of Title IX Prohibited Conduct as defined in Section VI of this Policy. In that case, in accordance with Title IX, the Title IX Coordinator must dismiss the Formal Complaint (or the allegations of Title IX Prohibited Conduct, therein). If the conduct could still, as alleged, constitute Non-Title IX Prohibited Conduct as defined in Section VI of this Policy, Calvary will continue to address the allegations pursuant to this Policy and the Complaint Resolution Procedures set forth in Appendix B. If the conduct, as alleged, could not constitute a violation of this Policy in any respect, the Formal Complaint will be dismissed in its entirety. If the conduct, as alleged, could violate another Calvary policy, the Title IX Coordinator must transfer the matter, and all information related to it, to the appropriate Calvary office for assessment and potential further action.

In addition to the grounds for mandatory dismissal, the Title IX Coordinator may dismiss a Formal Complaint and close a case when:

- the Complainant notifies the Title IX Coordinator in writing that they would like to withdraw the Formal Complaint or any allegations therein, prior to resolution;
- the Respondent is no longer enrolled or employed by Calvary; or
- specific circumstances prevent Calvary from gathering evidence sufficient to reach a determination as to the Formal Complaint or allegations therein.¹¹

Upon any dismissal, the Title IX Coordinator will promptly send written notice of the dismissal and the rationale for doing so simultaneously to the Parties. The Parties may appeal the dismissal of the Formal Complaint on any of the bases and pursuant to the procedures set forth in Section XII Appeals, below.

d) Notice of Allegations

Upon receipt of a Formal Complaint, the Title IX Coordinator will notify the Complainant

¹¹ For example, it may be impossible to gather evidence sufficient to reach a determination if the Complainant fails or refuses to be available for interviews or meetings, the Complainant cannot be located, or the Complainant declines to provide necessary information concerning the misconduct at issue.

and the Respondent, in writing, of the filing of the Formal Complaint and commencement of the resolution process pursuant to this Policy and its Complaint Resolution Procedures and will provide both Parties with a copy of the Formal Complaint. Such notice will:

- identify the Complainant and the Respondent;
- specify the alleged Prohibited Conduct and its date, time, and location, to the extent known;
- specify the basis for jurisdiction over the Formal Complaint;
- identify the Investigator or the facilitator of Informal Resolution;
- inform the Parties of their right to have an Advisor of choice at all stages of the resolution process who may accompany the respective Party to meetings and proceedings;
- inform the Parties of the range of available resources, including mental health and academic support resources;
- explain the prohibition against retaliation;
- specify that the Respondent is presumed not to have violated the Policy unless and until a determination is made at the end of the Complaint Resolution Process; and
- include any other information required by federal, state, or local law.

If, at any point prior to the resolution of the Formal Complaint, the Title IX Coordinator determines that there are additional allegations of Prohibited Conduct not included in the original notice that should be investigated, the Title IX Coordinator must provide the Parties with an amended notice of additional allegations.

e) Informal Resolutions

At any time after a Formal Complaint has been filed and before a hearing commences, the Parties may seek to resolve a report of Prohibited Conduct through Informal Resolution. Participation in Informal Resolution is entirely voluntary; the Title IX Coordinator will neither pressure nor compel either Party to participate in the process or to agree to any specific terms. In every case, the Title IX Coordinator has discretion to determine whether the matter is appropriate for Informal Resolution and to determine the appropriate terms. Informal resolution is not allowed in cases where a student Complainant accuses an employee Respondent of Prohibited Conduct.

Before the Title IX Coordinator approves the Informal Resolution process or the terms of any Informal Resolution, the Title IX Coordinator will determine that the Title IX office has sufficient information about the matter to make these decisions. The Parties are strongly encouraged, although not required, to consult with their Advisors during the Informal Resolution process.

If the Informal Resolution process is terminated for any reason, the matter will be re-evaluated for resolution pursuant to the Formal Complaint resolution process under this Policy and its Complaint Resolution Procedures. For this reason, the Investigator will not participate in Informal Resolution. The Title IX Coordinator or designated informal resolution facilitator will oversee the Informal Resolution process and have access to all University records in the matter, including any records or reports prepared during an investigation. While the Parties are exploring Informal Resolution, any pending investigation will pause, and the time spent pursuing resolution in this way will not count toward the presumptive time frame for completing the investigation.

The Title IX Coordinator or their Designee will consult separately with both Parties and may recommend to the Parties the terms of a potential Informal Resolution agreement.

Such terms may include, but are not limited to, any sanctions or remedies that could be imposed as a result of a finding following a hearing under these proceedings.

Both Parties must agree to the terms in writing before an Informal Resolution agreement becomes effective. At any time before a written agreement is effective, the Complainant or the Respondent may withdraw from the Informal Resolution process, and the Title IX Coordinator may also, at their discretion, terminate the process.

If both Parties are satisfied with the recommendation of the Title IX Coordinator or their Designee, the matter will be resolved with a written agreement. The Title IX Coordinator or their Designee will provide each Party, separately, with a copy of the proposed agreement for the Party to review, sign, and return. If both Parties return the signed written agreement to the Title IX Coordinator or their Designee the terms of the agreement will become effective, and the Title IX Coordinator or their Designee will promptly notify both Parties in writing that the agreement is final. Once the agreement is effective, the Parties may not appeal the agreement and the Complainant may not seek to refile the Formal Complaint absent new allegations of Prohibited Conduct. The Parties are expected to honor and comply with the terms of the Informal Resolution. Noncompliance may be subject to proceedings under the Student Handbook or the Employee Handbook.

If the process is terminated and the matter is resolved pursuant to the Formal Resolution process, neither the Title IX Coordinator/informal resolution facilitator nor the Parties will disclose to the Investigator, Decision Maker, or appellate reviewers either the fact that the Parties had participated in the Informal Resolution process or any information learned during the process.

Informal Resolution may take two forms: (1) Party Agreements, or (2) Negotiated Agreements.

i. Party Agreement

The purpose of a Party Agreement is for the Parties to identify and agree on a set of remedies. Upon successful completion of those remedies, the Formal Complaint will be resolved and may not be refiled. Such remedies may include:

- Impact Letter
- Apology Letter
- Counseling
- Mentoring
- Discipleship
- Directed Study¹²
- Reflection Paper or
- Other forms of restorative actions

ii. Negotiated Agreement

As a necessary precondition of a resolution by Negotiated Agreement, the Respondent must accept responsibility for all or part of the alleged Prohibited Conduct. The Parties will then have an opportunity to negotiate with the Title IX Coordinator or their Designee what they believe the appropriate sanction

¹² Directed study may be conducted by the Title IX Coordinator or Faculty member, ranging from educational opportunities revolving around Policy Definitions to deeper educational opportunities that may require curriculum-based learning through discussion, papers, and accountability, etc.

should be. In support of their position, Parties are encouraged to submit impact/mitigation information they believe the Title IX Coordinator should consider in evaluating any sanction.

The Title IX Coordinator/informal resolution facilitator has the discretion to propose other terms for the resolution that may be appropriate to address the Prohibited Conduct for which the Respondent has accepted responsibility. If the Respondent agrees to a Negotiated Agreement under Informal Resolution that provides for a suspension, withdrawal, dismissal, or expulsion from Calvary, there will be a notation on the student's record consistent with Calvary's policy.

f) Formal Resolutions

The Formal Resolution process is guided by provisions of this section of this Policy and by the Complaint Resolution Procedures. The applicable procedure is determined by the type of Prohibited Conduct alleged (Title IX Prohibited Conduct or Non-Title IX Prohibited Conduct). Upon receipt of a report or a Formal Complaint, the Title IX Coordinator will determine which procedure applies.

The Formal Resolution process is overseen by the Title IX Coordinator and will be conducted in a prompt and equitable manner, pursuant to the time frames set forth in Section XIII. Throughout the Formal Resolution process, all responsible personnel will maintain a commitment to impartiality.

i. Evidentiary Standard and Burden of Proof

Until a finding is made under this Policy, the Respondent is presumed not responsible for allegations of Prohibited Conduct. A Respondent will be found responsible for violating this Policy only when such a finding is supported by the Preponderance of the Evidence (as defined above). Calvary, not the Parties, has the burden of proof and the burden of gathering evidence sufficient to reach a finding of responsibility.

ii. Investigation and Adjudication Procedures

Appendix A outlines the procedures for the resolution of reports of Title IX Prohibited Conduct in violation of this Policy. Appendix B outlines the procedures for the resolution of reports of Non- Title IX Prohibited Conduct.

XI. SANCTIONS

Sanctions for students who are found to have violated this Policy include eviction from campus housing, dismissal, expulsion, disciplinary probation(s), warning(s), community service, fines, formal reprimand, warning status, withdrawal, loss of privilege, restitution/reconciliation, developmental/educational assignments, referral for counseling and/or assessment, or an agreement governing the student's behavior.

Sanctions for employees (including faculty) who are found to have violated this Policy include a letter of warning, official reprimand, probation, referral to a required counseling program, suspension from employment with pay, suspension from employment without pay, termination from employment, or training on Prohibited Conduct.

XII. APPEALS

Both the Complainant and the Respondent may appeal the Title IX Coordinator's dismissal of

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a Formal Complaint or any allegations therein or the determination of responsibility following a hearing or on the following grounds:

- Procedural irregularity that affected the outcome of the matter;
- New evidence that was not reasonably available at the time the determination regarding responsibility or dismissal was made that could affect the outcome of the matter;
- The Title IX Coordinator, Investigator, or Decision Maker had a conflict of interest or bias for or against complainants or respondents generally or the individual Complainant or Respondent that affected the outcome of the matter; or
- Sanctions or Remedies imposed are clearly unreasonable in light of the finding made.

A Party may commence an appeal by notifying the Title IX Coordinator of their desire to appeal and by submitting a written statement to the Title IX Coordinator within five (5) business days of the issuance of the final determination of responsibility or the dismissal of the Formal Complaint. The appeal statement must set forth:

- the determination(s) being appealed,
- the specific ground(s) for the appeal, and
- the facts supporting the grounds.

The appeal statement will be limited to 2,500 words. Failure to submit an appeal and statement within the five (5) business days or any approved extension constitutes waiver of the right to appeal.

A copy of the appeal statement will be provided to the other Party, who, within five (5) business days may submit a written response to the Title IX Coordinator. The response should address both the specific ground(s) for appeal set forth in the appealing Party's statement and the specific facts asserted by the appealing Party. The response will be limited to 2,500 words.

The Title IX Coordinator will submit the appeal and response, if any, to the appellate panel, ("Appeal Panel") which will be comprised of individuals appointed by the Title IX Coordinator. The panel members will not be the Title IX Coordinator, the Investigator, Decision Maker, or any Title IX team members assigned to the case that is being appealed.

The Appeal Panel will establish a reasonable schedule for issuing a written decision, typically no later than ten (10) business days after receipt of the non-appealing Party's submission or the time for submission has expired.

The Appeal Panel may affirm the decision or sustain any of the above-specified grounds for appeal, in which case the Appeal Panel may:

- reverse a decision or finding;
- change a sanction or remedy;
- remand a decision of dismissal to the Title IX Coordinator;
- remand a case to the original Decision Maker for clarification or reconsideration consistent with the Appeal Panel's decision, if doing so would assist with a timely, practicable, and efficient resolution of the case;
- remand a case for a new hearing to either the original Decision Maker or a newly assigned Decision Maker; or
- remand a case for a new or additional investigation, followed by an adjudication consistent with these procedures, to either the original Investigator or to a new

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Investigator.

If the Appeal Panel reverses a finding of not responsible and finds the Respondent responsible for Prohibited Conduct, the Appeal Panel must also determine and describe appropriate sanctions and remedies in their written decision. If the Appeal Panel calls for the admission of new evidence, if possible, it will remand the case to the Decision Maker from which it originated for a new hearing or review. Upon remand from the Appeal Panel, as necessary and possible, a Decision Maker may remand a case to the Investigator from which it originated for further investigation.

The decision of the Appeal Panel will be final and binding on all Parties.

XIII. TIME FRAMES

Calvary seeks to resolve all reports of Prohibited Conduct pursuant to the following time frames

- Informal Resolution: typically completed within 30-60 calendar days.
- Formal Resolution: typically completed within 90-120 calendar days.

The Title IX Coordinator may extend the time frames for good cause. Good cause for extension may include the unavailability of the Parties or their Advisors, concurrent law enforcement investigation, the complexity of the allegations, or other extenuating circumstances. Any extension, and the reason(s) therefore, will be shared with the Parties, in writing.

XIV. TRAINING

The Title IX Coordinator, Investigators, Decision Makers, Appeal Panel members, and informal resolution facilitators, shall, at a minimum, receive all training and education required pursuant to Title IX, the Violence Against Women Act, and Missouri State Law.

XV. RECORD KEEPING

Calvary will maintain the following records:

- Records of reports of Prohibited Conduct under this Policy and any actions taken in response to the reports, including the issuance of supportive measures and educational efforts;
- Records related to each Formal Resolution process;
- Records related to each Informal Resolution process;
- Materials used to train and educate the Title IX Coordinator, Investigator, Decision Makers, Appeal Panel members, and Facilitators of Informal Resolution.

This information will be used by the Title IX Coordinator to monitor patterns and areas of concern. In general, records will be kept for seven (7) years after the date the reported incident is resolved. Certain records may be retained longer in Calvary's sole discretion, including for active employees.

XVI. CONFLICTS OF INTEREST

Calvary personnel who administer this Policy and the related Complaint Resolution Procedures must be free of conflicts of interest and bias that could affect the outcome of a particular report or Formal Complaint. All Calvary personnel involved in a particular matter are required to self- determine whether they have a conflict of interest or bias and, if so, report the issue

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to the Title IX Coordinator so that a different person may be assigned to the matter. If any Party believes that Calvary personnel have a conflict of interest or bias with respect to a particular report or Formal Complaint, the Party should report the concern to the Title IX Coordinator within three (3) business days.

XVII. RELIGIOUS LIBERTY

Calvary is a private, evangelical Christian University that qualifies as a religious educational institution entitled to protection for religious liberty under the U.S. Constitution, Title IX, Title VI, Title VII, and relevant state law. Nothing in this Policy will undermine the integrity of Calvary's status as a religious educational institution. Therefore, conduct by a member of the Calvary Community that is in conformity with Calvary's Christian beliefs (as those beliefs are determined by Calvary) will not be deemed to violate this Policy, notwithstanding the definitions of Prohibited Conduct. Furthermore, nothing in this Policy shall require Calvary to take any action, or fail to take any action, inconsistent with its religious beliefs.

SEXUAL HARASSMENT AND SEXUAL VIOLENCE RESPONSE & TITLE IX POLICY APPENDIX A: PROCEDURES FOR THE FORMAL RESOLUTION OF FORMAL COMPLAINTS OF TITLE IX PROHIBITED CONDUCT

A. SCOPE OF THESE PROCEDURES

The procedures set forth below will guide the investigation and adjudication of Formal Complaints of Title IX Prohibited Conduct, as defined in Section VI(1).

B. INITIATION OF THE INVESTIGATION

An investigation under these procedures will be initiated at the Title IX Coordinator's direction after the filing of a Formal Complaint and the issuance of a Notice of Allegations to the Parties.

C. THE INVESTIGATION

1) Overview of the Investigation

The investigation is a neutral evidence-gathering process. During the investigation, the Parties will have an equal opportunity to be heard, to submit evidence, to identify witnesses who have relevant information, including fact and expert witnesses, and to submit questions that they believe should be directed by the Investigator to each other or to any witness. The Investigator will also seek to obtain relevant evidence identified during the investigation, including relevant evidence that has not been offered by either Party. Calvary may continue an investigation without the participation of any Party.

2) The Investigator

Investigations will be conducted by one or more appropriately trained individuals appointed by the Title IX Coordinator. The Investigator will be impartial and will conduct a prompt, thorough, and fair investigation. The Investigator may be a Calvary employee or an external party.

3) Evidence Collection

1) Testimonial Evidence Collection: Investigative Interviews

Testimony is evidence. Thus, throughout the investigation, the Investigator will endeavor to interview the Parties and other individuals (witnesses) who have information that is relevant or directly related to the allegations in the Formal Complaint, including fact and expert witnesses identified by the Parties. The Investigator will provide written notice of the date, time, and location of the interview, with sufficient time for the participants to prepare. Investigative interviews may be conducted in person, or via telephone or video conference. Following the investigative interview, the Investigator will prepare a full written summary of the interview ("Interview Summary").

If a Party or witness declines to participate in investigative interviews deemed necessary by the Investigator, the Party or witness, as the case may be, will be unable to provide testimony at the hearing absent a showing of good cause.

2) Non-Testimonial Evidence Collection

During the investigative interview process, the Investigator will gather other available evidence and information that is directly related to the allegations in the Formal Complaint, including, without limitation, electronic and other records of communications between the Parties or witnesses (via voicemail, text message, audio messages, email, or social media sites), photographs and

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videos, medical records (subject to required consent), and records generated by Security or law enforcement.

3) Evidence Collection Logs

The Investigator will maintain a log of all testimonial and non-testimonial evidence obtained and the source of such evidence. The Investigator will also maintain a log of all testimonial and non- testimonial evidence offered or sought, but not obtained, and the reason such evidence was not obtained. These logs will be made a part of the evidence file.

D. Review of the Draft Evidence File

1) The Draft Evidence File

At the conclusion of the investigation, the Investigator will compile all the evidence that is directly related to the allegations in the Formal Complaint, including the interview summaries, evidence that is both inculpatory and exculpatory, and evidence upon which the Investigator does not intend to rely. This compilation of evidence will be referred to as the "Draft Evidence File."

2) Review and Opportunity to Respond

Upon completion, the Investigator will share the Draft Evidence File with the Parties and their Advisors electronically, or by hard copy. The Parties will then be afforded ten (10) business days to review the Draft Evidence File and to submit an optional written response, which may include responses to the evidence and requests that the Investigator accept, seek, or obtain additional evidence or conduct follow up inquiries of the other Party or witnesses. The Parties' responses may also include challenges to the Investigators' assessment of relevance. Any responses submitted by the Parties will be shared with the other Party and made a part of the Final Evidence File (the "Final Evidence File").

3) Additional Evidence Collection

The Investigator will consider the written responses of the Parties, if any, and will determine in their sole discretion, whether further investigative steps are required. If additional investigative steps are taken that result in collection of additional evidence, such additional evidence will be included in the Draft Evidence File. The new evidence will be shared with the Parties and their Advisors electronically, or by hard copy. The Parties will be provided with a final opportunity to respond, in writing. The Investigator will determine the length of this review period. Any additional responses submitted will be shared with the other Party and made a part of the Final Evidence File.

4) Prohibition of Evidence Not Offered During the Investigation

In the absence of good cause, information that was able to be discovered through the exercise of due diligence that is not provided to the Investigator during the investigation or during this designated review and response period will not be considered in the hearing process or in the Written Determination of responsibility for a violation of the Policy

E. Final Evidence File and Final Investigative Report

At the conclusion of the investigation process and the review periods, as described in this Procedure, the Investigator will prepare a Final Evidence File and Final Investigative Report.

- 1) The Final Evidence File
The Final Investigative File will include all the evidence that was contained in the Draft Evidence File and any responses submitted by the Parties during the evidence review period.
- 2) The Final Investigative Report
The Final Investigative Report will be prepared by the Investigator and will fairly summarize all of the relevant evidence obtained during the investigation. Relevance determinations are generally guided by the principles set forth below in Section V of this Procedure. The Final Investigative Report will also contain a timeline of all procedural steps taken by Calvary from the time of the filing of the Formal Complaint to the conclusion of the investigation.
- 3) Submission of the Final Evidence File and Final Investigative Report to the Parties
The Final Evidence File and Final Investigative Report will be simultaneously provided to the Parties and their Advisors in electronic format or hard copy, at least ten (10) business days prior to a hearing. The Parties will have five (5) business days to submit a written response to the Final Evidence File and Final Investigative Report.

D. THE HEARING

- 1) Overview
Upon conclusion of the Investigation, a hearing will be held to determine whether the Respondent is responsible for the alleged Prohibited Conduct in the Formal Complaint. As set forth in Section X of this Policy, the Respondent is presumed not responsible. A Respondent will be found responsible for violating this Policy only when such a finding is supported by the preponderance of the evidence. The hearing is a private proceeding. The only people present will be the Parties, their Advisors, the Decision Maker, witnesses (when invited to participate), and any staff necessary for conducting the hearing.
- 2) Hearing Participants
 - i. Decision Maker
Calvary will designate the Decision Maker for the moderation of the hearing and determination of finding and sanction. This may take the form of a single Decision Maker or a three-member panel at the Title IX Coordinator's discretion. With a panel, one of the three members will be appointed as Chair (the "Hearing Chair") by the Title IX Coordinator and will be responsible to make discretionary decisions as the primary Decision Maker in the following subsections. The Decision Maker may not be the Title IX Coordinator, a facilitator of Informal Resolution, or the Investigator.

Upon receipt of the notice of the Decision Maker, the Parties will have three (3) business days to object to the appointment of a Decision Maker in accordance with Section XVI of this Policy, on the basis of demonstrated bias or conflict of interest.
 - i. The Parties
The Parties are permitted to participate in the entirety of the hearing, portions thereof, or they can decline to participate in the hearing entirely, and the Decision Maker will not draw an adverse inference against a Party based solely

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on their decision not to participate in all or some of the hearing proceedings.

In accordance with Section III(3)(a) of these Complaint Resolution Procedures, if a Party declined to participate in investigative interviews deemed necessary by the Investigator, the Party will not be permitted the opportunity to provide testimony at the hearing absent a showing of good cause.

If a Party who has so declined to participate in investigative interviews later seeks to participate in a hearing, upon a finding that there was good cause for the non-participation, the Decision

Maker, in their discretion, may permit the Party to participate. If the Decision Maker permits the Party to participate in the hearing, the Decision Maker will first reschedule or adjourn the hearing for the Investigator to interview the Party and, as necessary, conduct any follow-up investigation and supplement and revise the evidence file and the investigative report.

i. Advisors

The Parties have the right to have an Advisor of their choice present at the hearing in accordance with Section VIII(3) of this Policy. If a Party does not have an Advisor of choice, the Title IX Coordinator will appoint an Advisor to that Party for the sole purpose of conducting cross examination of the other Party and witnesses. In the absence of their advisee, a Party's Advisor of choice or an Advisor appointed by the Title IX Coordinator may continue to participate in the hearing for the sole purpose of conducting cross examination.

Advisors may not speak on behalf of the Parties or otherwise participate in, or in any manner delay or disrupt the hearing. If an Advisor fails to comply with the Complaint Resolution Procedures or the established Rules of Decorum, Calvary reserves the right to exclude the Advisor from further participation in the process. The Title IX Coordinator and/or appointed Decision Maker(s) is responsible for interpreting and applying this provision.

i. Witnesses

The Decision Maker will determine, in their sole discretion, which witnesses will be invited to participate at the hearing. Witnesses who are invited to participate in the hearing will be permitted to attend the hearing only when providing testimony. In accordance with Section III(3)(a) of these Complaint Resolution Procedures a witness who declined to participate in an investigative interview will not be permitted to provide testimony at the hearing absent a showing of good cause.

If a witness who declined to participate in investigative interviews later seeks to participate in a hearing, upon a finding that there was good cause for the nonparticipation, the Decision Maker, in their discretion, may permit the witness to participate. If the Decision Maker permits the witness to participate in the hearing, the Decision Maker will first reschedule or adjourn the hearing for the Investigator to interview the Party and, as necessary, conduct any follow-up investigation and supplement and revise the evidence file and the investigative report.

ii. Hearing Facilitators

The orderly administration of hearings will be supported by Hearing Facilitators, who are individuals either internal or external to Calvary and appointed by the Title IX Coordinator. The Title IX Coordinator may not serve as a Decision Maker in the matter but may serve as a Hearing Facilitator if their previous role(s) in the matter do not create a conflict of interest. Otherwise, a Designee may fulfill this role.

3) Notice of Hearing

The Title IX Coordinator will notify the Parties in writing of the date, time, and location/format of the hearing. The notice will include the charges at issue; a brief summary of the alleged Prohibited Conduct; and the applicable Complaint Resolution Procedures under this Policy. All efforts will be made to provide the Notice of Hearing no later than seven (7) business days prior to the hearing and to schedule the hearing as soon as practicable.

Either Party may request to have a hearing rescheduled. The request may be granted at the discretion of the Title IX Coordinator. Absent extenuating circumstances, requests to reschedule must be submitted at least five (5) business days prior to the hearing. A request to reschedule a hearing must be supported by a compelling reason. Given the number of individuals involved in a hearing, and the attendant difficulty of scheduling and rescheduling them in a timely manner, it may not be possible to accommodate all scheduling requests. The Title IX Coordinator may also reschedule a hearing, without a request by the Parties, when there is reasonable cause to do so.

4) Hearing Format

The hearing will be live and will provide the Parties an opportunity to address the Decision Maker in person. Participants may be physically present in the same geographic location, or at Calvary's discretion, some or all of the hearing may be conducted remotely, using virtual platforms (i.e., video conferencing). Upon request to the Title IX Coordinator, a Party may participate in the hearing remotely. Such requests for remote participation should be made at least two (2) business days in advance of the scheduled hearing.

5) Pre-Hearing Conferences

Prior to the hearing, the Hearing Facilitator and the Decision Maker will meet with the Parties and their Advisors, separately, for the purposes of conducting a pre-hearing conference. At the pre-hearing conference, the Decision Maker will review these Complaint Resolution Procedures, the rules of decorum, and the proposed hearing schedule. The Parties will be permitted to ask questions. The Decision Maker will not discuss matters of evidence with the Parties during the pre-hearing conference.

6) Impact/Mitigation Statements

The Parties will be permitted, but not required, to prepare a written Impact/Mitigation Statement relevant to any sanctions. The Parties may submit the statement to the Title IX Coordinator up until the start of a hearing. The statements are distributed to the Decision Maker and the Parties

only if the Decision Maker finds the Respondent responsible. The Title IX Coordinator will provide the Impact/Mitigation Statements to the Parties with a copy of the Decision Maker's written decision.

7) Hearing Procedures

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Typically, the format of the hearing will be as follows:

- i. Opening Prayer
- ii. Opening Instructions

The hearing will begin with opening instructions by the Decision Maker or the Hearing Chair (if by Panel). The Parties will be afforded the opportunity to ask questions about the format of the hearing and these procedures at the conclusion of the opening instructions.

- iii. Cross Examination

The Decision Maker will determine the order of question and answer. The Decision Maker will question the Party or witness first, followed by cross examination of a Party by the other Party's Advisor. In the case of witness testimony, the Decision Maker will question the witness first, followed by cross examination of the witness, first by Complainant's Advisor and next, by the Respondent's Advisor.

During cross examination, the Party's Advisor will be permitted to ask the opposing Party and any witnesses all relevant questions and follow-up questions, including those challenging credibility. Before a Complainant, Respondent, or witness responds to a question by a Party's Advisor, the Decision Maker must first determine whether the question is relevant and explain any decision to exclude a question as not relevant.

The Decision Maker retains authority to ask questions at any time during testimony, including during cross examination by the Advisors.

- iv. Closing Remarks

At the conclusion of testimony, the Decision Maker/Chair will conclude the proceedings with brief closing remarks.

8) Determination Regarding Responsibility and Notice of Outcome

The Decision Maker will determine whether the Respondent is responsible for the alleged Prohibited Conduct by a majority vote (if by Panel) based upon a preponderance of the evidence standard. The Decision Maker retains discretion regarding the weight or credibility to assign the

evidence. If the Decision Maker makes a finding of responsibility, the Decision Maker will determine the appropriate sanctions and remedies, in accordance with Section XI of this Policy by a majority vote. The Decision Maker may consult with other Calvary officials, at its discretion, when determining the appropriate sanctions and remedies to issue. In matters where a finding of responsibility is made, the Decision Maker will consider the Impact/Mitigation statements of the Parties prior to determining sanctions.

The Decision Maker will issue a written determination of findings that will include the procedural steps taken during the investigation, the specific Prohibited Conduct for which the Respondent was found responsible and not responsible with identification of the allegations potentially constituting Title IX Prohibited Conduct, the findings of fact and the rationale for the Decision Maker's determinations regarding both responsibility and sanctions, whether remedies designed to restore or preserve equal access to Calvary's Education Programs and Activities will be provided by Calvary to the

Complainant, sanctions and remedies if the Respondent is found responsible, and instructions and time limits for appeals.

The written determination may incorporate and reference any portions of the proceedings, including the evidence file and investigative report, as the Decision Maker deems appropriate. Both the Complainant and the Respondent will be simultaneously provided with a notice of outcome and the Decision Maker's Written Determination.

9) Hearing Record

A video/audio recording will be made of all hearings, but not of deliberations. The Parties may view and listen to the recording of the hearing. Access will be facilitated in a manner deemed appropriate by the Title IX Coordinator. Individuals appearing before the Decision Maker, whether as a Party or witness, are prohibited from recording any portion of the hearing. The Decision Maker is also prohibited from recording any portion of the hearing.

The Decision Maker has access to the hearing record. The hearing record will include: the recording and any written transcript of the hearing, the Decision Maker's final determination, the final evidence file and investigative report, the Parties' Impact/Mitigation Statements, if there is a determination of responsibility, and information concerning any prior misconduct by the Respondent.

A. EVIDENTIARY CONSIDERATIONS

1) Relevance

Evidence is relevant if it has any tendency to make any material fact more or less probable. Determinations regarding relevance of any proffered evidence will be subject to the following requirements:

- i. Prior Sexual History of Complainant
Evidence and questions about the Complainant's sexual predisposition or prior sexual behavior are considered irrelevant unless such questions and evidence about the Complainant's prior sexual behavior are offered to prove that someone other than the Respondent committed the conduct alleged by the Complainant, or if the questions and evidence concern specific incidents of the Complainant's prior sexual behavior with respect to the Respondent and are offered to prove consent.
- ii. Prior or Subsequent Conduct
Prior or subsequent conduct of a Respondent may be considered in determining pattern, knowledge, intent, motive, or absence of mistake. For example, evidence of a pattern of conduct prohibited by this Policy by a Respondent, either before or after the incident in question, regardless of whether there has been a finding of a Policy violation, may be deemed relevant to a determination of responsibility.
- iii. Mental Health Condition, Treatment, or Diagnosis
Generally, during both the investigation and any hearing to determine responsibility, evidence of the party's mental health diagnosis or treatment is irrelevant.
- iv. Privilege
The Investigator and Decision Maker will not allow, rely upon, or otherwise

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permit questions or evidence that is protected by a legally recognized privilege, unless the person holding such privilege has waived the privilege.

2) Newly Offered Evidence

If, after the issuance of the Final Evidence File and Final Investigative Report and prior to the issuance of the Decision Maker's decision, including at the hearing, a Party or the Investigator seeks to present a witness or introduce evidence not offered prior to the hearing and not disclosed to the Investigator, the Decision Maker may grant admission of the evidence only upon a showing of good cause, which may include that the evidence could not have reasonably been discovered with due diligence.

Where the Decision Maker permits a Party to introduce a newly discovered witness or evidence, the Decision Maker will reschedule or adjourn the hearing for the Investigator to investigate the newly discovered witness or evidence and, if appropriate, to amend the Final Evidence File and Final Investigative Report.

SEXUAL HARASSMENT AND SEXUAL VIOLENCE RESPONSE & TITLE IX POLICY APPENDIX B: PROCEDURES FOR THE FORMAL RESOLUTION OF FORMAL COMPLAINTS OF NON-TITLE IX PROHIBITED CONDUCT

A. SCOPE OF THESE PROCEDURES

The procedures set forth below will guide the investigation and adjudication of Formal Complaints of Non-Title IX Prohibited Conduct, as defined in Section VI(2).

B. INITIATION OF THE INVESTIGATION

An investigation under these procedures will be initiated at the Title IX Coordinator's direction after the filing of a Formal Complaint and the issuance of a Notice of Allegations to the Parties.

C. THE INVESTIGATION

1) Overview of the Investigation

The investigation is a neutral evidence-gathering process. During the investigation, the Parties will have an equal opportunity to be heard, to submit evidence, to identify witnesses who have relevant information, including fact and expert witnesses, and to submit questions that they believe should be directed by the Investigator to each other or to any witness. The Investigator will also seek to obtain relevant evidence identified during the investigation, including relevant evidence that has not been offered by either Party. Calvary may continue an investigation without the participation of any Party.

2) The Investigator

Investigations will be conducted by one or more appropriately trained individuals appointed by the Title IX Coordinator. The Investigator will be impartial and will conduct a prompt, thorough, and fair investigation. The Investigator may be a Calvary employee or an external party.

3) Evidence Collection

i. Testimonial Evidence Collection: Investigative Interviews

Testimony is evidence. Thus, throughout the investigation, the Investigator will endeavor to interview the Parties and other individuals (witnesses) who have information that is relevant or directly related to the allegations in the Formal Complaint. The Investigator will provide written notice of the date, time, and location of the interview, with sufficient time for the participants to prepare. Investigative interviews may be conducted in person, or via telephone or video

conference. Following the investigative interview, the Investigator will prepare a full written summary of the interview ("Interview Summary").

If a Party or witness declines to participate in investigative interviews deemed necessary by the Investigator, the Party or witness, as the case may be, will be unable to provide testimony within the written hearing absent a showing of good cause.

ii. Non-Testimonial Evidence Collection

During the investigative interview process, the Investigator will gather other available evidence and information that is directly related to the allegations in

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the Formal Complaint, including, without limitation, electronic and other records of communications between the Parties or witnesses (via voicemail, text message, audio messages, email, or social media sites), photographs and videos, medical records (subject to required consent), and records generated by Security or law enforcement.

iii. Evidence Collection Logs

The Investigator will maintain a log of all testimonial and non-testimonial evidence obtained and the source of such evidence. The Investigator will also maintain a log of all testimonial and non- testimonial evidence offered or sought, but not obtained, and the reason such evidence was not obtained. These logs will be made a part of the evidence file.

4) Evidence File and Investigative Report

At the conclusion of the fact gathering process, the Investigator will prepare an Evidence File and Investigative Report.

i. The Evidence File

The Investigative File will include all the evidence that is directly related to the allegations in the Formal Complaint, including the interview summaries, evidence that is both inculpatory and exculpatory, and evidence upon which Calvary does not intend to rely.

ii. Final Investigative Report

The Final Investigative Report will be prepared by the Investigator and will fairly summarize all the relevant evidence obtained during the investigation. Relevance Determinations are generally guided by the principles set forth below in Section V of this Procedure. The Final Investigative Report will also contain a timeline of all procedural steps taken by Calvary from the time of the filing of the Formal Complaint to the conclusion of the investigation.

iii. Submission of the Final Investigative Report and Evidence File to the Parties

The Investigative Report and Evidence File will be simultaneously provided to the Parties and their Advisors in electronic format or hard copy. The Parties will have five (5) business days to submit a written response to the Final Investigative Report and Evidence File. The Parties' written response may include responses to the evidence and requests that the Investigator accepts, seeks, or obtains additional evidence or conduct follow up inquiries of the other Party or witnesses. The Parties' responses may also include challenges to the Investigators' assessment of relevance.

iv. Additional Evidence Collection

The Investigator will consider the written responses of the Parties, if any, and will determine in their sole discretion, whether further investigative steps are required. If additional investigative steps are taken that result in collection of additional evidence, such additional evidence will be included in the Evidence File. The new evidence will be shared with the Parties and their Advisors electronically, or by hard copy. The Parties will be provided with a final opportunity to respond, in writing. The Investigator will determine the length of this review period.

v. Prohibition of Evidence Not Offered During the Investigation

In the absence of good cause, information discoverable through the exercise of due diligence that is not provided to the Investigator during the investigation or during this designated review and response period will not be considered in the determination of responsibility for a violation of the Policy and will not be considered during the hearing process.

D. THE HEARING

1) Overview

After the review and response period has ended, a written hearing will be held to determine whether the Respondent is responsible for the Prohibited Conduct alleged in the Formal Complaint. The written hearing consists of a Decision Maker, designated by the Title IX Coordinator, reviewing the Evidence File, Final Investigative Report, and any responses by the Parties along with applicable Calvary policies and relevant federal, state, and local law, rules, and ordinances to determine if a Policy violation occurred. As set forth in Section X of this Policy, the Respondent is presumed not responsible. A Respondent will be found responsible for violating this Policy only when such a finding is supported by the Preponderance of the Evidence.

2) Notice of Decision Maker

The Title IX Coordinator will provide to the parties written notice of the identity of the Decision Maker at least five (5) business day prior to the written hearing. Upon receipt of the notice of the Decision Maker, the Parties will have three (3) business days to object to the appointment of a Decision Maker in accordance with Section XVI of this Policy, on the basis of demonstrated bias or conflict of interest.

3) Impact/Mitigation Statements

The Parties will be permitted, but not required, to prepare a written Impact/Mitigation Statement relevant to any sanctions. The Parties may submit the statement to the Title IX Coordinator within five (5) business days after receiving the Final Investigative Report and Evidence File. The statements are distributed to the Decision Maker and the Parties only if the Decision Maker finds the Respondent responsible. The Title IX Coordinator will provide the Impact/Mitigation Statements to the Parties with a copy of the Decision Maker's written decision.

4) Determination Regarding Responsibility and Notice of Outcome

The Decision Maker will determine whether the Respondent is responsible for the alleged Prohibited Conduct based upon a preponderance of the evidence standard. The Decision Maker retains discretion regarding the weight or credibility to assign the evidence. If the Decision Maker makes a finding of responsibility, the Decision Maker will determine the appropriate sanctions and remedies, in accordance with Section XI of this Policy. The Decision Maker may consult with other Calvary officials, in its discretion, when determining the appropriate sanctions and remedies to issue.

In matters where a finding of responsibility is made, the Decision Maker will consider the Impact/Mitigation statements of the Parties prior to determining sanctions.

The Decision Maker will issue a written determination of findings that will include the procedural steps taken during the investigation, the specific Prohibited Conduct for which the Respondent was found responsible and not responsible with identification of the allegations potentially constituting Non-Title IX Prohibited Conduct, the findings of fact and the rationale for the Decision Maker's determinations regarding both responsibility and sanctions, whether remedies designed to restore or preserve equal

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access to Calvary's Education Programs and Activities will be provided by Calvary to the Complainant, sanctions and remedies if the Respondent is found responsible, and instructions and time limits for appeals.

The written determination may incorporate and reference any portions of the proceedings, including the evidence file and investigative report, as the Decision Maker deems appropriate. Both the Complainant and the Respondent will be simultaneously provided with a notice of outcome and the Decision Maker's Written Determination.

E. EVIDENTIARY CONSIDERATIONS

1) Relevance

Evidence is relevant if it has any tendency to make any material fact more or less probable. Determinations regarding relevance of any proffered evidence will be subject to the following requirements:

i. Prior Sexual History of Complainant

Evidence and questions about the Complainant's sexual predisposition or prior sexual behavior are considered irrelevant unless such questions and evidence about the Complainant's prior sexual behavior are offered to prove that someone other than the Respondent committed the conduct alleged by the Complainant, or if the questions and evidence concern specific incidents of the Complainant's prior sexual behavior with respect to the Respondent and are offered to prove consent.

ii. Prior or Subsequent Conduct

Prior or subsequent conduct of a Respondent may be considered in determining pattern, knowledge, intent, motive, or absence of mistake. For example, evidence of a pattern of conduct prohibited by this Policy by a Respondent, either before or after the incident in question, regardless of whether there has been a finding of a Policy violation, may be deemed relevant to a determination of responsibility.

iii. Mental Health Condition, Treatment, or Diagnosis

Generally, during both the investigation and any hearing to determine responsibility, evidence of the party's mental health diagnosis or treatment is irrelevant.

iv. Privilege

The Investigator and Decision Maker will not allow, rely upon, or otherwise permit questions or evidence that is protected by a legally recognized privilege, unless the person holding such privilege has waived the privilege.

2) Newly Offered Evidence

If, after the issuance of the Evidence File and Investigative Report and prior to the issuance of the Decision Maker's written determination, a Party or the Investigator seeks to present a witness or introduce evidence not previously offered and not disclosed to the Investigator, the Decision

Maker may grant admission of the evidence only upon a showing of good cause, which may include that the evidence could not have reasonably been discovered with due diligence.

Where the Decision Maker permits a Party to introduce a newly discovered witness or evidence, the Decision Maker will allow for the Investigator to investigate the newly discovered witness or evidence and, if appropriate, to amend the Evidence File and Investigative Report.

SEXUAL HARASSMENT AND SEXUAL VIOLENCE RESPONSE & TITLE IX POLICY

APPENDIX C: RESOURCES FOR SUPPORT

On-Campus Resources

Calvary Advocates

Karen Hange, Advocate	Education Building Office	816-425-6186	karen.hange@calvary.edu
Tim Hange, Advocate	Education Building Office	816-425-6184	tim.hange@calvary.edu
Aaron Heath, Advocate	Madison Hall	816-425-6131	aaron.heath@calvary.edu
Dawnita Phillips, Advocate	Education Building Office	816-425-6182	dawnita.phillips@calvary.edu

Off campus Resources

- Abundant Life Counseling Services, info@livingproof.co or (816-554-0944)
- Hope Haven crisis hotline: 816-380-2833
- Hospital: Belton Regional Medical Center 816-348-1200
- National Mental Health Hotline:
Call or Text 988 or 1-800-273-8255
<https://988lifeline.org>
- National Sexual Assault Hotline (RAINN): 1-800-656-4673 or <https://www.rainn.org>
- National Dating/Domestic Violence Hotline: 1-800-799-7233 or <https://thehotline.org>
- National Suicide Prevention Hotline
800-273-8255
<https://suicidepreventionlifeline.org/>

Reporting to Law Enforcement Authorities

Call 911 as soon as possible if someone is in immediate danger or needs immediate medical attention. If you believe that you have experienced or witnessed Sexual Harassment and Sexual Violence, you may file a police report directly with your local police department, you may seek assistance from the Calvary Security Department or Title IX Coordinator to make a police report, or you may decline to notify authorities.

Calvary Security may be reached by calling 816-331-8700, by emailing security@calvary.edu, or in person on the second floor of Madison Hall. A police report may be filed utilizing the contact information listed below:

Kansas City Police Department

South Patrol Division
9701 Marion Park Dr
Kansas City, MO 64137
816-234-5550
Call 911 for Emergencies

Belton Police Department

7001 E 163rd St
Belton, MO 64012
816-331-5522
Call 911 for Emergencies

Reporting to Resources for Child Abuse Protections

Missouri Department Social Services (DSS)
Hotline: 800-392-3738

EMPLOYEE/PRESIDENT RELATIONSHIP

With respect to the treatment of paid and volunteer employees, the President will only cause or allow conditions that are biblical, fair, dignified, organized, and clear.

- Further, without limiting the scope of the foregoing by this enumeration, the President shall not:
- Operate without written personnel rules which:
 - Clarify rules for employees
 - Provide for effective handling of grievances
 - Protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
- Discriminate against any employee for non-disruptive expression of dissent.
- Fail to acquaint employees with the President's interpretation of their protections under this policy.

WHISTLE-BLOWER POLICY

Calvary University is committed to upholding the requirements of all state and federal laws, including applicable Whistle-Blower Act(s) as related to Title VII of the Civil Rights Act of 1964. Calvary University will not suspend, terminate, or otherwise discriminate against an employee who properly reports a violation of law to an appropriate authority, if the employee report is made in good faith.

Employee rights include, but are not limited to:

- Right and/or duty to report violations of law (i.e., fraud, illegal actions)
- Right to report an unsafe act or condition
- Right to file a Worker's Compensation Claim
- Right to file a grievance
- Right to file a complaint of alleged discrimination

The processes for making a formal complaint are delineated in [Grievance Procedures](#).

POLICIES & PROCEDURES

ARTIFICIAL INTELLIGENCE POLICY

Purpose

This policy outlines the responsible use of artificial intelligence (AI) technologies by employees at Calvary University. As a Christian institution, we are committed to upholding our values of integrity, respect, and stewardship while embracing the potential benefits AI can offer in our educational and administrative endeavors.

Core Principles

Alignment with University Values: All AI applications must align with the values and mission of Calvary University. Employees are encouraged to ensure that their use of AI respects human dignity, ethical standards, and Christian teachings.

Transparency: Employees must be transparent about their use of AI tools. This includes informing colleagues and students when AI is employed in generating content, making decisions, or conducting analyses. Additionally, all references and sources used in conjunction with AI-generated content must be cited appropriately, ensuring that credit is given to original authors and facilitating the verification of information.

Data Privacy and Security: Employees must comply with all relevant privacy laws, including the Family Educational Rights and Privacy Act (FERPA), as well as institutional policies related to data protection. Sensitive or personally identifiable information must not be entered into any AI systems without proper authorization to ensure compliance with these regulations.

Accountability: While AI can assist in decision-making and information dissemination, it is important to recognize that AI may not always provide accurate or trustworthy insights. Therefore, the employee utilizing the technology will be held accountable for actions taken based on AI-generated information. Employees should exercise discernment and critical thinking when interpreting AI outcomes and remain vigilant about the potential limitations and errors of AI systems.

Promotion of Learning: AI should be used to enhance, not replace, the educational experience. Employees are permitted to use AI tools to support student learning, foster creativity, and facilitate academic growth, provided they do not undermine the creative and critical thinking processes essential to education. Faculty allowing students to use AI must be in compliance with CU's plagiarism policy and ensure that AI is used as an assistive tool and not as a replacement for critical thinking or creative thought.

Intellectual Property: Respect for intellectual property rights must be maintained when using AI, and any generated content must not infringe upon the copyrights, trademarks, or other rights of third parties. Users are responsible for ensuring that they have the appropriate licenses or permissions for any input material and must adhere to all applicable laws and ethical standards. Furthermore, original creative works should be properly credited, and derivative works must be distinguished from the source material to uphold the integrity of the artistic community.

Ethical Considerations: Employees should critically assess the ethical implications of any AI tool. This includes understanding potential biases in AI algorithms and the implications of automation.

Guidelines for Use of AI

Educational Purposes: AI can be used as a tool to aid teaching, enhance learning experiences, and support research efforts. Faculty are permitted to thoughtfully integrate AI into curricula while critically evaluating its impact on education. Faculty are not, however, permitted to allow AI use that circumvents critical thinking and creative processes, such as simply accepting an AI generated essay as the student's own creation.

Administrative Support: AI may assist in streamlining administrative tasks, improving efficiency without compromising the quality of human interaction that is central to our educational approach. As with all written materials produced at Calvary University, it is crucial to proofread for tone, accuracy, and professionalism.

Professional Development: Employees are encouraged to engage in training and professional development regarding AI technologies, including their ethical implications, to foster informed and responsible usage.

Consultation and Approval: Prior to implementing any AI technology in the classroom or a departmental process, employees should consult with their department head and the IT department to ensure compliance with institutional standards.

Reporting Concerns: Any employee who observes unethical or inappropriate use of AI by another employee should report their concerns to their supervisor or the Human Resources Department.

CAMPUS SECURITY CAMERA RECORDING POLICY

At Calvary University, we prioritize safety, transparency, and prompt reporting of incidents. To facilitate this, faculty, staff, students, and guests are subject to both audio and video recording 24/7 while on campus.

These recordings will occur only in public areas, offices where consent and permission are given (or if the Cabinet or Board of Trustees requires it), and various storage facilities (i.e., Security closets or IT storage). All audio/video recordings will be treated with care and confidentiality.

These audio/video recordings may be used as follows:

1. Ensuring the safety and security of the campus.
2. Assisting Calvary security guards with 24/7 monitoring.
3. Acting as a preventative measure against illegal actions or actions against the various Calvary handbooks (Student Handbook, Faculty/Staff Handbook, etc.).
4. Assisting with investigations and grievances (as outlined by handbook policy).
5. Complying and assisting with law enforcement (if/when needed).

This notice is in compliance with Missouri state law (*MO 542.402.02*) and company policies and procedures.

Any questions or concerns about the use of our audio/video recording systems and procedures should be directed to the Human Resources department, Security Department, or IT Department.

COMPUTER USE POLICIES

Calvary Owned Technology

No technology owned by Calvary may be removed from its assigned location without the expressed permission of the Director of Information Technology. Only Calvary employees are permitted to use Calvary owned computers and technology. Students, friends, and relatives are not permitted to use Calvary owned computers and technology.

Databases - Populi and Virtuous

Calvary's official databases are Populi and Virtuous. These are the databases from which all mailing addresses should be taken. All address updates, which includes changes and removals, are made in these databases. Other programs are NOT to be used for the purpose of storing addresses or sending out **mass** mailings to Calvary Alumni or Calvary contacts. Adherence to this policy will prevent unnecessary postage expense due to mail being repeatedly sent to bad addresses and will prevent the sending of mail to persons who have requested to be taken off our mailing list. If there are questions concerning this policy, contact the Director of Information Technology.

Those individuals who work in Calvary's databases (Populi and Virtuous) should make every effort to exit these programs prior to leaving for lunch and at the end of the workday. Users should also exit these programs if it is anticipated they will not be needed for 60 minutes or more.

Internet and Email

Calvary computers have Google Chrome and Microsoft Edge for internet access—other browsers are not to be installed. Personal email should be kept to a minimum on Calvary email accounts since these accounts are for business use, not personal use. Attachments on an email are limited to 25 megabytes in size. However, some email accounts cannot receive attachments that large. For help in identifying the size of a file, contact the IT department. Documents can be shared with other Calvary personnel by using OneDrive through the Microsoft email platform or the Faculty/Staff OneDrive. This method is often preferred over sending files by email.

When an email needs to be sent to 20 or more addresses, the email **must** be sent through Calvary's mass email system. This limitation does NOT apply to sending to Calvary email addresses. Not following this policy may cause ALL Calvary emails from every Calvary email account to be treated as SPAM which prevents emails from reaching the intended recipient.

Security Issues

No attempt should be made to bypass any security software. This includes antivirus, web security, and network security. Any attempt to bypass security software will be reported to a member of the president's cabinet.

If an email is received instructing to delete a file(s) or to run a program to prevent a virus attack, DO NOT DO IT—Calvary computers are already protected. Forward the email to the IT department.

Software Installation

Before attempting to install any software on a Calvary computer, a member of the IT department should be consulted. The purpose for this is twofold: 1) it prevents illegal software from being installed on a Calvary computer and 2) it maintains the highest level of performance on each computer. The installation of software not licensed to Calvary is illegal and unethical. In certain cases, software not licensed to Calvary may be installed, such as

Bible research software. This will be allowed ONLY if the software license agreement allows for it. In ALL cases though, the IT department must be consulted first. Gaming software of any kind is not allowed on Calvary computers.

Calvary Computers and Accounts are Calvary's Property

Anything that resides on or is communicated or transmitted through a Calvary owned computer, resides in a Calvary account, or is accessed through any account setup for Calvary business is the property of Calvary University. The administration has the right to view and/or archive anything on a Calvary owned computer or contained in a Calvary account. This includes but is not limited to documents, email, and computer logs.

Ethical Use of a Work Computer

For those of us who have been saved from the punishment for sin, it should be our goal to live ethically and morally so as to please our Savior—even our use of computers should reflect our desire to please Him. Therefore:

Computer use should not be a distraction from work. Work time is to be used for work-related tasks. Email, internet access, social media, or anything else of a personal nature should be limited to break periods or to a time before or after designated work hours. No personal files should be saved on a Calvary computer or in a Calvary account. If a Calvary employee is also a student, schoolwork should not be saved onto a work computer or in a Calvary employee account. Upon leaving Calvary employment, no access will be granted to Calvary computers. Time will not be allotted to retrieve or forward personal data.

Calvary computers must not be used for harassment or discrimination against any individual, and confidential information should only be shared with those who require it for Calvary-related purposes. Employees are prohibited from disclosing contact details of university affiliates, including students, alumni, and donors, to individuals outside the university. If a non-Calvary party requests contact information for a university affiliate, please collect their details and inform them that the request will be forwarded to the individual they wish to reach.

Calvary computers should not be used to access or view inappropriate material, most especially material of a sexual nature. If it is discovered that a computer has been used to access inappropriate material, it will be reported to the department head and to the appropriate cabinet member. Any access to an inappropriate website should be reported immediately to the IT department.

Any violation of computer use described in this section may result in termination of employment for the offending employee.

CELL PHONE USE WHILE DRIVING POLICY

While cell phones and other handheld communication devices have become almost a necessity today, Calvary recognizes that use of a handheld wireless device while driving significantly increases the risk of an accident. Therefore, employees driving on Calvary business (whether in a Calvary vehicle or in their own) are expected to use sound judgment and maintain the highest standard of safety possible in respect to the use of their handheld device while driving. This means that:

Drivers are required to comply with all state and local laws regarding the use of wireless devices while driving.

While operating a vehicle on Calvary business, the use of electronic communication devices (navigational systems entry or cell phone use including text messaging, email access, or web browsing, etc.) is strongly discouraged.

If the Driver must use a cell phone, smartphone, or other electronic device while the vehicle is in motion:

- Use should be kept to a minimum.
- Remain alert to traffic and surrounding vehicles at all times.
- Be completely familiar with the phone before using it.
- Be prepared to break conversation to respond to a traffic hazard.
- Don't hesitate to abruptly drop the device when an urgent situation arises.
- Whenever possible, use hands-free or speakerphone functions to keep both hands on the steering wheel.

Under no circumstances should Drivers use handheld devices while driving during adverse weather or difficult traffic conditions.

Calvary takes its phone use policy seriously. Any violations of this policy will subject Drivers to disciplinary action, up to and including suspension of driving privileges.

CHILDREN IN THE WORKPLACE POLICY

Calvary University strives to be a family-friendly ministry environment and recognizes the value of families serving together. Employees are not allowed to be the full-time sole childcare provider. Arrangements for short-term childcare during work hours must be coordinated with the employee's supervisor and cannot interfere with the employee's responsibilities or University operations. The employee is responsible for the safety of their children at all times and will not hold the University liable for any injury or illness children sustain.

FIREARMS POLICY

Basis for students, staff, and faculty to carry concealed weapons on campus comes from [RSMO 571.107](#).

Any student, staff, or faculty member who wishes to obtain permission to carry a concealed weapon on campus must obtain approval from the President's Cabinet. In order to obtain approval, the individual must contact the Academic Office and provide the following:

- A completed application.
- A copy of your current concealed carry license issued by a state honored by the State of Missouri.
- Proof that you have successfully completed a concealed carry course by a qualified state licensed or NRA certified handgun instructor.
- Proof that you have successfully completed an intermediate level handgun course.
- Proof of liability insurance (\$100,000 minimum) covering the carrying of concealed weapons in public.

The applicant must articulate why they are requesting permission to carry on campus.

Approval is granted on a case-by-case basis. Once approved to carry concealed, Calvary has no restrictions regarding where a student, staff, or faculty member may carry a weapon except that a student may not possess a firearm in the dormitory, which functionally limits a dorm student's ability to carry concealed.

We also understand that according to Missouri law, individuals may possess and carry concealed firearms in their vehicles as long as they are legally able to possess a handgun ([RSMO 571.030](#)).

Visitors are not permitted to carry concealed on campus per Missouri law unless they specifically have written permission from the University leadership. If someone is detected carrying concealed without permission, they will be asked to secure their weapon in their vehicle for the duration of their visit. A report of an unauthorized firearm will trigger a lock-down, and security will respond with appropriate action pursuant to an armed intruder.

Bringing a Firearm on Campus for Instruction or Use Other Than Concealed Carry

Security must be informed, and written authorization must be obtained in advance, before bringing a firearm to campus with the intent to remove it from a vehicle. A report of an unauthorized firearm will trigger a lock-down, and security will respond with appropriate action pursuant to an armed intruder.

GIFT CARDS/CERTIFICATES

Gift cards/certificates given to an employee or student worker are considered a taxable benefit and must be processed through the Human Resources Department to be included in employees' W-2 wages. The department head who distributes the gift card/certificate must contact the Human Resources Department with the date, amount, name of recipient, and department number to be charged so they can process the tax component.

Gifts given to non-employees with a value of \$600 or more will require a W-9. W-9s are available in Accounts Payable. Gifts could be an individual item, or items bundled as one. The recipient is required to complete this form. Recipients of these gifts will receive a Form-1099 from Accounts Payable at the end of the year for tax filing.

GROUPS PERFORMING OR MEETING ON CAMPUS

For a group to perform on campus, these steps must be observed:

- Information will be collected about the group through the following means:
 - The group will submit a digital copy/video of their music, along with lyrics.
 - Each member of the group must provide a brief salvation testimony.
 - The group's website (if available) will be reviewed.
 - The group must provide references from previous performances concerning life-style issues, conduct, character, drugs, alcohol, tobacco, etc.
- All the information provided will be reviewed by Student Affairs, the Music and/or Theatre Arts Department(s), the Academic Office, and the President's Office before permission can be granted.

For a church or organization to meet on campus, these steps must be observed:

- Information will be collected about the church or organization through the following means:

- The group will submit a description of the event they wish to hold, including the purpose, date, time, and place.
 - The group will provide a doctrinal statement.
 - The group's website (if available) will be reviewed.
- Student Affairs, the Academic Office, and the President's Office will review all the information provided for permission.

HARASSING PHONE CALLS

The law states that if a person calls and communicates a threat to himself or others, the authorities must be called. Harassing, Abusive, or Threatening calls should be handled as follows:

- If it's a threat, do not lose connection with the person but transfer to Security (ext. 8700), and Security will call KCPD. Do not send the caller to voicemail. Security will make a record of the call and document everything.
- If it's an odd call but not necessarily a threat, send it to Security (see above), but again, do not lose connection with the person until they are transferred to a human being.
- Theologically based calls should be sent to the Dean of the Seminary. In his absence, these calls should be sent to another seminary professor.

This procedure is set in place for 8:00 a.m. – 4:30 p.m. Monday-Friday.

HONORARIUM POLICY

The following rates have been established for guest speakers. Reimbursement for travel should be added to these amounts.

Baccalaureate Speaker	\$150
Commencement Speaker	\$500
Conference Speaker	
One-day conference (minimum of speaking twice)	\$150
Two-day conference (minimum of speaking three times)	\$250
Three-day conference (minimum of speaking four times)	\$400
Inauguration Speaker	\$500
Missions Conference Main Speaker	\$500
President's Dinner Speaker	\$500
Seminar/Workshop Presenter	\$50
Special Events	
Military Appreciation Banquets	\$100
Pastor Appreciation Banquets	\$100
Fund-raising Events (Consult with the Chief Financial Officer)	

KEY MANAGEMENT POLICY

Note: the term "key" refers to both hard (metal) keys and key cards, unless otherwise noted.

Purpose

To protect the members of the University Community and property through the effective management of facility keys issued to employees and students/student workers.

Policy

The Security Department and the IT Department share the primary responsibility for the University's Key Management System. All persons receiving keys to facilities at Calvary University must sign a Key Receipt Form for each key received. Keys may be obtained from the following:

Who needs a key?	Where do they get the key?
Dorm Students	IT Office
Master Key holders (hard keys)	Security Office
Master Key holders (key cards)	IT Office
Housekeeping staff	Housekeeping Coordinator
Facilities staff	Campus Locksmith (Dave VandeBerg)
Security Guards	Security Office
Other Employees and Anyone Else	IT Office

Key Issuing Procedures (full-time/part-time/student staff)

When an employee needs to be assigned a key(s), the Supervisor will notify the appropriate office. The recipient must go to the Security office to sign a Key Receipt Form. The recipient's signature will indicate that:

- They understand their responsibilities under the University policy and agree to abide by the policy.
- The consequences of losing or duplicating a key are serious.
- They have received the key(s).

Transferring a key directly from one person to another is strictly prohibited. All keys must be properly checked in and out and a Key Receipt signed.

Security Alarm Access Code

An employee who is issued a key to certain areas in the Conference Center, Student Life Center, Maintenance Shop, CABRE, Library, and/or Madison Hall will also need to be assigned a Security Alarm keyfob and code. Requests for codes/keyfobs and instructions for the alarm system should be directed to the security office.

Lost Keys

The employee is responsible for all Calvary University keys in his or her possession.

Immediately upon discovering the loss of any key, it must be reported to

- The immediate Supervisor
- The IT Department
- The Security Department (ext. 8700 or 816-331-8700)

Failure to report a lost key in a timely manner compromises the security of our buildings and will result in disciplinary action up to and including termination of employment.

Employees in need of a replacement key must process the request through their supervisor, who will make the request to the Security Office or IT Department.

Consequences for losing a key will be:

- First occurrence of loss Fee of \$5.00
- Second occurrence Fee of \$25.00 plus a verbal warning
- Third occurrence Fee of \$50.00 plus a written warning
- Further losses will be handled according to the Calvary Discipline Policy.
- If a lost key poses a threat to campus security, the employee may also be charged all or part of the cost of rekeying affected locks.

Key Control

Employees may only take home the keys necessary to access their office or workstation. This typically would consist of a key to their individual office and possibly a key to the exterior door of the building where their office is located. All other keys should be kept on campus.

The only exceptions to this are certain Facilities staff, IT staff, and members of the campus Crisis Management Team listed below:

- Chief of Security
- Chief Academic Officer
- Chief Operations Officer
- Director of Facilities
- Director of Information Technology

Departments who have departmental keys available for general staff, student, or contractor use are responsible for ensuring that the recipient follows all campus regulations. The employee is responsible for safe keeping of these types of keys and will need to sign a Key Receipt form for them.

Periodic key inventories will be conducted by the Security Office.

Duplicating or Lending Keys to Associates, Friends, Students, etc.

Keys to Calvary University facilities may not be loaned or given to persons who are not associated with the University or who are not approved for access to a specific area.

Only the Campus Locksmith has the authority to duplicate Calvary hard keys.

Non-Calvary entities using campus facilities may only obtain a key from the Front Desk, the IT Department, or the Security Department. The University Officer for whom the contract was signed, will ensure that the group meets all University requirements, such as carrying liability insurance.

Violations of this policy will result in serious consequences to be determined by the Supervisor and the Chief Operations Officer on a case-by-case basis.

Key Return Procedures

If the employee terminates employment, the employee must return all keys to the Security Office, HR, or to their Supervisor before leaving work on their last working day.

"Termination" is defined as the voluntary or involuntary separation of the employee from the University's employment, and includes the employee's resignation or retirement, the employee's dismissal by the University, or the employee's death.

Keys are not to be directly transferred from one employee to the next. They must be properly checked in and out using a Key Receipt Form.

If the employee is terminated by the University, and is given two weeks' notice, the requirements stated earlier in this section apply; however, if the employee is dismissed immediately, the Supervisor will be charged with retrieving all University property from the employee, including keys.

If the employee terminates employment and keys are not returned by the final day of employment, the university will withhold a fee of \$25 per key from the final paycheck. If keys are later returned within a reasonable amount of time, the fee may be refunded.

In the event of an employee's death, the employee's Supervisor will be responsible for retrieving the employee's keys when the employee's personal property is removed from their office. If keys are not returned within two (2) weeks from the date of the employee's death, and campus security is compromised as a result, all costs incurred will be charged to the general University account.

MANDATED REPORTING

Faculty and staff are required under the Missouri Department of Social Services and the Missouri Department of Health and Senior Services to report any observed or suspected forms of abuse (financial, physical, sexual, etc.) or neglect to the applicable Calvary employee (Chief Academic Officer for Faculty complaints; Chief Operations Officer for staff complaints; the Student Affairs Department for Student complaints). These employees will then notify the appropriate authorities.

PURCHASING POLICIES/PROCEDURES

All University funds to be spent must have the approval of the Chief Financial Officer prior to a commitment to spend and excellent stewardship requires that Calvary be able to document every transaction thoroughly. The Accounts Payable office needs proof that

- A purchase was approved (Purchase Requisition)
- A purchase was actually made (order confirmation or invoice)
- A purchase was received (packing list and/or invoice marked 'OK to Pay' by the purchaser or supervisor) and
- Proper payment was made (the Accounts Payable Clerk takes care of this).

There are four broad categories of spending:

- I need permission to make a purchase using Calvary funds. We will receive a bill for this later.
- I need a check to pay a person or organization.
- I need to make a cash payment.
- I've already made a verbally approved purchase and need a bill to be paid.

Note: The Accounts Payable office is mostly paperless, so any mention of “sending” documents between departments refers to digital transmission (preferred method) or “hand delivery.”

Getting Permission to Make a Purchase

All purchases greater than \$50 (in some departments, the Business Office may authorize a larger dollar amount) must be approved using a Calvary Purchase Requisition prior to making the purchase. (Calvary needs to know when it is assuming an obligation prior to ordering, not when the invoice arrives.)

The [Purchase Requisition form](#) can be found in Faculty/Staff OneDrive>Forms to Fill Out. A sample form is available in [Appendix A](#). After completing the form, send it to Accounts Payable where it will be sent through the PandaDoc automated signing system to gather signatures from the Originator, the Department Head, the appropriate VP, and the CFO. Once all signatures are gathered, the completed form will be sent back to all those who signed it. Only then should the Originator proceed with the purchase.

Please allow three business days to receive approval of a Purchase Requisition. (The Business Office reserves the right to seek a better price for the requested item.)

In the event that the Originator of the Purchase Requisition receives the invoice, the Originator should review the invoice and send it to Accounts Payable noting that it is “OK to pay.” Noting the PO number (from the Purchase Requisition) can also be helpful to the AP Clerk in matching the invoice to the supporting document(s). Please note on the invoice (or attach a memo) any missing, damaged, or back-ordered items. If an order is received without an invoice, please note missing, damaged, or back-ordered items on a copy of the shipping document or on a memo. A second Purchase Requisition does not need to be filled out to pay the invoice.

Check Requests

Use the Purchase Requisition form to request a check payment. Include/attach any documentation to support the request. This need for documentation also applies when Calvary will be cutting a check to mail in with a renewal form—the Purchase Requisition must be accompanied by the renewal form itself or a copy of it. (Normal procedure is always to return the check and renewal form to the employee for mailing, unless instructed otherwise on the Purchase Req form.)

If the check needs to be mailed, please be sure to note the correct mailing address in the appropriate field on the form. Send the completed form to Accounts Payable for signature gathering through PandaDoc.

Please allow up to two weeks for the check to be cut.

Cash Requests and Reimbursements

When cash is needed in advance, or when reimbursement is needed for a purchase, fill out a Purchase Requisition and request cash or a check. Include the receipt(s) for the item(s). Requests for less than \$50 need to be made two business days in advance of the date the cash is needed. Requests for \$50 or more in cash may take as long as five business days to fulfill.

If requesting reimbursement, prior approval from the department head or appropriate University officer is required. Items purchased without prior approval will be considered personal items not eligible for reimbursement and not the financial responsibility of Calvary.

Sales tax will not be reimbursed unless the purchase was truly taxable in that situation (see Sales Tax below).

For travel expense reimbursement (meals, hotels, etc.), use the Travel Expense form, which can be found in Faculty/Staff OneDrive.

When an employee wishes to be reimbursed for Professional Dues (i.e., memberships or subscriptions), mileage, or other business expenses of that type, the Purchase Requisition must be accompanied by proper and complete documentation, including the renewal form/receipts, and the method of payment (copy of the check or credit card statement).

When requesting mileage reimbursement for business use of a personal vehicle, the documentation that accompanies the Purchase Requisition must include:

- Date and time of the travel
- Destination(s)
- Purpose of the travel
- Actual miles driven

Reimbursements which do not have this substantiation are considered taxable by the IRS and will appear on the employee's W-2.

Sales Tax

Calvary is a tax-exempt business, and, in most cases, purchases should not include sales tax. (Some states do not allow sales tax exemption for Calvary at all; other states only exempt certain purchases.) Before making purchases or traveling out of state, contact the Accounts Payable Office to get tax exemption letter(s) to use.

POLICY FOR PERSONAL USE OF A CALVARY VEHICLE

Effective June 12, 2025, for legal and insurance liability reasons, Calvary vehicles may no longer be checked out for personal use.

PROOFREADING GUIDELINES

Well-written, accurate, and easy-to-read materials convey a sense of professionalism and a high standard of excellence – qualities that Calvary desires in our communication with constituents and the public. What we publish communicates more than just what the words say; grammar, punctuation, or spelling errors contradict this standard of excellence.

It is up to each department, and the individual that produces any form of communication to proofread and be responsible for the quality of the material.

This applies to:

- Letters, external emails, reports going to off-campus locations, etc.
- Anything being printed, e.g., brochures, catalogs, handbooks, yearbooks, etc.
- Anything posted to the Calvary website or social media pages.
- Anything meant to be viewed publicly, whether on or off campus.

There are multiple sources of help for proofreading documents:

Although Microsoft Word's grammar and spell checkers can be helpful, they should not be considered the final proofreading tool. At least one other person should view the material and check for errors prior to publication.

For formal business letters, the Gregg Reference Manual is recommended. Copies are available in the offices of the Executive Assistant to the President, the Executive Assistant to the Chief Academic Officer, and the library.

When writing for social media, the website, or sports/news releases, the Associated Press (AP) Style Guide is excellent.

There are excellent helps here as well: <https://owl.english.purdue.edu/owl/>

RECOMMENDATIONS FOR HANDBOOK ADJUSTMENTS

Every employee at Calvary University is encouraged to make recommendations for improving the Employee Handbook. The following procedure should be followed:

- A. A written proposal of the change in policy should be presented to the Chief Operations Officer as chairman of the Handbook Committee. The proposal should include all of the following:
 - a. Proposed policy for committee examination
 - b. Statement of the reason for the proposed change
 - c. Benefits to the employees from the proposed change
 - d. Any additional comments warranted by the individual(s)
- B. Upon receipt of the request for a change, the following procedure will be followed:
 - a. Within one month, the Handbook Committee will meet to consider the issue in question.
 - b. The Committee may call the individual(s) who proposed the change to obtain additional information or clarification.
 - c. The Committee has the privilege of rewriting the proposed change to meet institutional needs.
 - d. A written response will be given to the author of the proposed change.
 - e. Proposals accepted by the committee will be presented to the President's Cabinet for approval. In alignment with Robert's Rules of Order, a quorum of a majority of members will be present, or accessible virtually, when voting.
 - f. If approved, the President's Cabinet will determine the date of implementation.
 - g. If the proposed change is rejected by the Handbook Committee, the proposal's author may make a written appeal to the President's Cabinet.

RECORDING OF MEETINGS

Recording of meetings is authorized.

TRAVEL POLICY

When traveling on official Calvary business, the following policies apply:

- A Purchase Order must be submitted and approved prior to making travel plans and/or reservations.
- A school vehicle, if available, must be used to provide transportation. Be sure to reserve it in advance through the Front Desk Receptionist.
- If a school vehicle is unavailable and a personal vehicle must be used, then mileage will be reimbursed by the school at the current rate published by the IRS. Reimbursement can be requested by means of a Travel Expense Form, and payment can be expected within approximately 14 days.
- The maximum allotment for meals and lodging while traveling will be at the rate established by the Federal Government for the location of each full day's travel. Refer to <https://www.gsa.gov/travel/%20plan-book/per-diem-rates> for the current rates.
- If paid lodging is necessary, then www.trivago.com or another discount website should be used to find the least expensive suitable accommodations.
- Department heads taking students on the road should discuss with the Chief Financial Officer a minimum of 7 days prior to making reservations, the appropriate designation of funds to allot to lodging and/or meals.
- The preferred method of payment for business travel expenses (hotel, airfare, meals, tolls, etc.) is a Calvary credit card. If a Calvary credit card has not been specifically assigned, one may be checked out in the Accounts Payable Office. (When driving a Calvary vehicle, fuel purchases will be made with the Calvary gas card.) If using a Calvary card is impossible, then the employee may pay personally and request reimbursement upon return from the trip, providing a purchase order was submitted and approved.
- A Travel Expense Form must be completed and submitted along with all receipts within 14 days of completion of travel.

UNAUTHORIZED CASH ACCOUNTS

Other than authorized petty cash accounts, there should not be a need for funds maintained outside the Business Office. No individual, class, or department should keep unauthorized cash funds away from the Business Office or create a bank account with monies from Calvary students, programs, scholarships, assets, garage sales, donations, property, gifts, or miscellaneous sales or income from any direct or indirect Calvary function. If a need arises to keep certain funds separate for a specific use, contact the CFO/Staff Accountant.

EXCEPTIONS

If, due to unusual circumstances, an employee feels that an exception needs to be made to any of the policies or prescribed procedures in this handbook, they may take that request to their supervisor who will consult with the appropriate VP before responding to the request.

ORGANIZATIONAL STRUCTURE

GOVERNANCE OF THE UNIVERSITY

The administration of the university functions under the direction of the President through his Cabinet. Normally the members of the Cabinet are the President, the Chief Financial Officer, the Chief Operations Officer (Executive VP), the Chief Academic Officer (VP of Academics), the Vice President of Student Affairs, the Athletic Director, the Chief Development Officer (VP of Development), and the VP of Institutional Effectiveness and Research. The President serves as chairman. The members of the Cabinet report to, advise, and assist the President in making decisions that affect the university as a whole.

In addition, the President and his Cabinet receive input for reporting and consultation purposes from departments.

The Chief Operations Officer serves as the chief officer in the President's absence. The Chief Academic Officer serves as the chief officer in the absence of the COO. The Chief Financial Officer serves as the chief officer in the CAO's absence. In the event that all four are absent, the chief officer will be designated by the President.

The Institutional Organizational Chart on the next page of this handbook shows the structure, responsibilities, and authority of all Calvary employees.

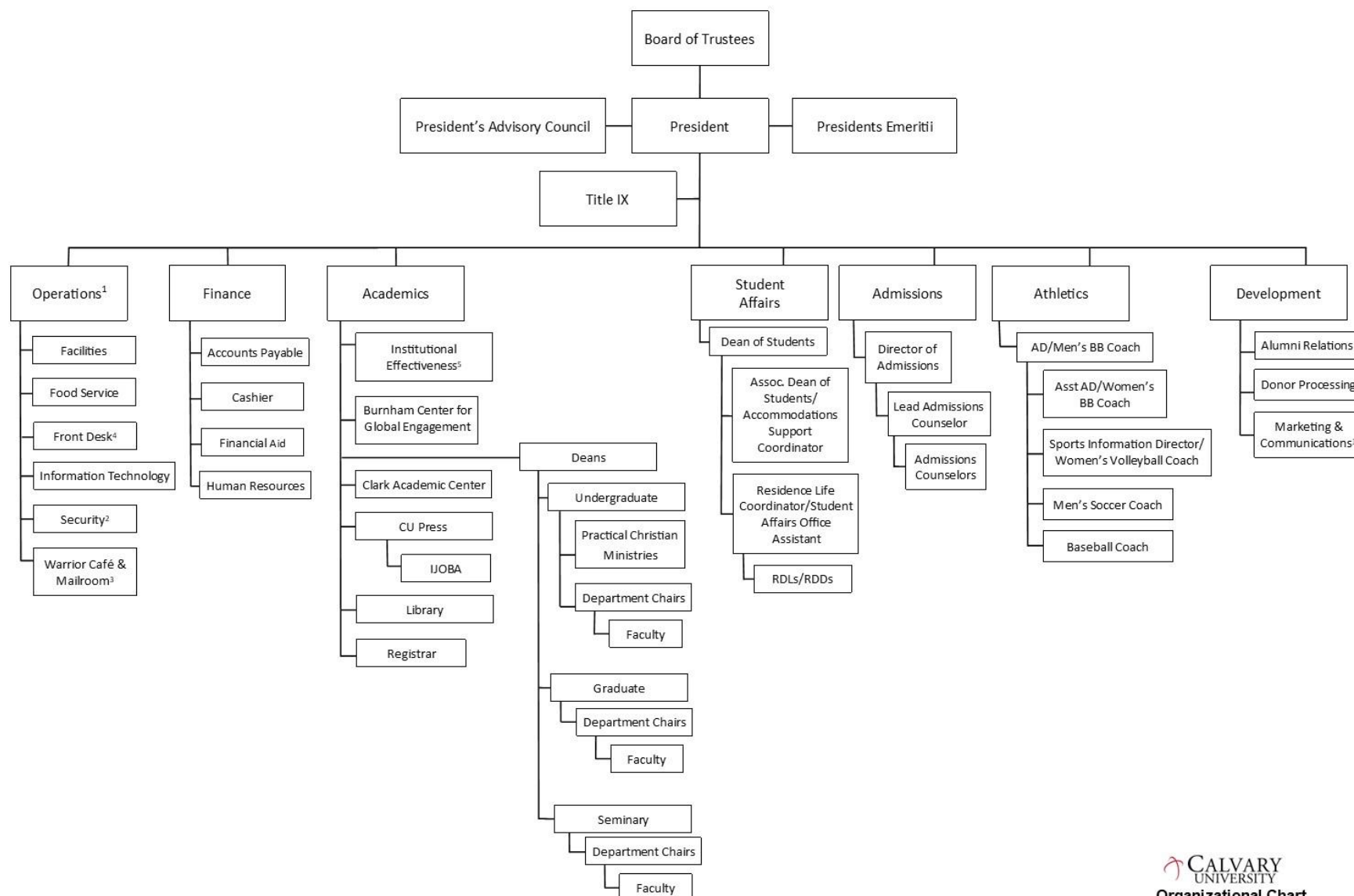
Faculty-Specific

Under the leadership of the President and the Chief Academic Officer, the faculty is involved in the academic governance of the university. The flow chart below shows the structure, responsibility, and authority of the faculty in academic decisions and in the making of policy for the university. The faculty members are under the administration and direct supervision of the CAO. Faculty should function through this chain of command.

BOARD OF TRUSTEES
PRESIDENT
CHIEF ACADEMIC OFFICER
DEANS of the APPROPRIATE SCHOOLS
ACC AND FACULTY COMMITTEES
DEPARTMENT CHAIRS
PROGRAM DIRECTORS

Issues may begin at the committee level or with the CAO and then come to the faculty. The faculty makes recommendations to the appropriate director, which are subject to approval by the CAO, the President, and his Cabinet.

UNIVERSITY ORGANIZATIONAL CHART

¹ President is acting COO on an interim basis.² Security currently reporting under Academics on an interim basis.³ Warrior Café & Mailroom and Marketing & Communications currently reporting under Dean of Students on an interim basis.⁴ Front Desk currently reporting to Director of Human Resources on an interim basis.⁵ CAO currently serving dual role as Interim Director of Institutional Effectiveness.

OFFICES & OPERATIONS

Staff Departments

Academic Office

- CAO: Dr. Teddy Bitner
- Executive Asst: Beth LePage

Admissions

- Director of Admissions: Brad Paxton
- Admissions Systems Coordinator: Ruth Grimm
- Lead Admissions Counselor: Valerie Vander Vorst

CU Press

- Director: Dr. Mike Dodds

Development

- Interim VP of Development: Randy Grimm
- Executive Asst: Whitney Moore
- Donor Processing: Sara Klaassen
- Donor Relations:
- Alumni Relations:

Finance Office

- CFO: Tasha Young
- Accounts Payable: Cathy Howell (until 7/18)
- Accounts Payable: Jolayne Rogers (on 7/21)
- Assoc. Dir. of Financial Aid/Cashier: Carrie Paxton

Financial Aid

- Associate Director: Carrie Paxton

Food Service

- Director: Joe Dapra
- Staff: Heidi Dapra

Front Desk

- Coordinator: Grace Murphy

Human Resources/Payroll

- Director: Jolayne Rogers (until 8/1)
- Director: Sarah King (beginning 8/1)

Information Technology

- Director: Aaron Heath
- Assistant Director: Daniel Huxman

Institutional Effectiveness

- Interim Director: Dr. Teddy Bitner

Mailroom

- Manager: Katie McGee

Facilities

- Interim Director: David VandeBerg
- Asst Director of Facilities:
- Housekeeping Coord: Jerremy Cull
- Groundskeeping/Maintenance Tech: Dan Norgren

Marketing and Communications

- Director: Adam Weeks
- Digital Media Manager: Kara Miller

Operations

- Interim COO: Dr. Alexander Granados

President

- President: Dr. Alexander Granados
- Executive Asst:

Registrar

- Registrar: Gary Rogers
- Associate Registrar: Jennifer Prodoehl

Security

- Chief of Security: Jacob O'Dwyer

Student Affairs

- Dean of Students: Ron Sharp
- Associate Dean of Students/ Accommodations Support Coordinator: Jamie Franz
- Residence Life Coordinator/Student Affairs Office Manager: Kara Miller
- Title IX Coordinator: Jolayne Rogers (until 8/1)
- Title IX Coordinator: Sarah King (beg. 8/1)

Warrior Café

- Manager: Katie McGee

Academic/Student Resources

Accommodations Support Office

- Coordinator: Jamie Franz

Burnham Center for Global Engagement

- Director: Dr. Joshua Paxton

Clark Academic Center

- Director: Rebecca Howell

Library

- Librarian: Tiffany Smith
- Asst Librarian: Eidene Anderson
- Donations: Sandy Smith

Athletics

- Athletic Director/Men's Basketball Coach: Matt Brown
- Asst AD/Women's Basketball Coach: Cameron Coleman
- Men's Baseball Coach: Mick Simpson
- Men's Soccer Coach: Marcus Wilkes
- Women's VB Coach: JoJo Wilkes

Academic Departments

**Only adjuncts with on campus offices listed here.*

***Adjunct status noted for secondary area of service.*

College

Dean: Dr. Luther Smith

Practical Christian Ministries

- Director: Rhonda Coulter

Bible & Theology

- Program Director: Dr. Ian Bacon
- Adjunct Faculty: Joel Williamson

Biblical Counseling

- Dept. Chair: Dr. Luther Smith

Business Administration

- Dept. Chair: Dr. Germaine Washington
- Faculty: Tressa Barnes

Education

- Dept. Chair: Dr. Mary Briggs
- Elementary Ed Program Director: Dr. Karen Hange
- TESOL Coordinator: Dr. Timothy Hange

English

- Dept. Chair: Timothy Hange
- Faculty: Jamie Franz
- Faculty: Rebecca Howell

General Studies

- Dept. Chair: Tiffany Smith
- Faculty: Dr. Teddy Bitner, History
- Adjunct Faculty: Aaron Heath

Ministry Studies

- Dept. Chair: Shaun LePage
- Intercultural Studies Program Director: Dr. Joshua Paxton

Music

- Dept. Chair/Voice: Dr. Haekyung An
- Faculty: Dr. Ian Guthrie
- Adjunct Faculty: Un Chong Christopher
- Adjunct Faculty: Brittany Hill
- Adjunct Faculty: Heather Wilson

PDS

- Interim Program Director: Dr. Teddy Bitner

STEM

- Dept. Chair/Adjunct Faculty: Chris Basel

Theatre Arts

- Interim Dept. Chair/Adjunct Faculty: Dr. Haekyung An

Graduate School

Dean: Dr. Germaine Washington

Business

- Dept. Chair: Dr. Germaine Washington

Education

- Dept. Chair: Dr. Mary Briggs

Seminary

Dean: Dr. Mike Dodds

Bible & Theology

- Dept. Chair/PhD Program Director: Dr. Gary Gromacki

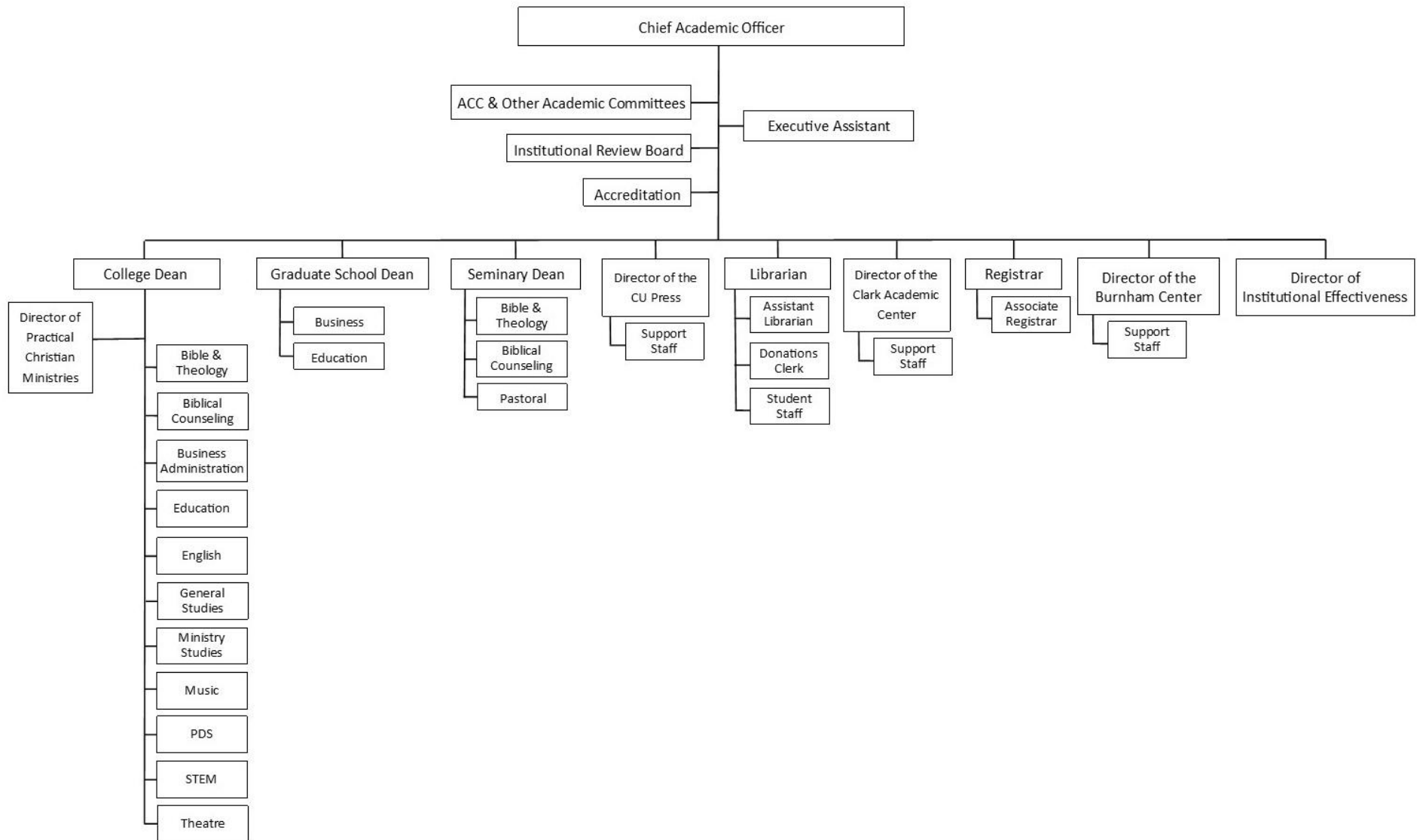
Biblical Counseling

- Dept. Chair: Dr. Luther Smith
- Program Director: Dr. Jeffrey Cox
- Adjunct Faculty: Dr. Douglas Geiger

Ministry Studies

- MDiv Program Director: Dr. Mike Dodds

ACADEMIC ORGANIZATIONAL CHART



FACULTY & ADMINISTRATION – FALL 2025

Full or Part-Time Teaching Faculty

Primary Responsibility: College		Primary Responsibility: Seminary	
Dr. Haekyung An	Dr. Karen Hange	Dr. Jeffrey Cox (PT)	
Dr. Ian Bacon	Dr. Timothy Hange	Dr. Michel Dodds	
Tressa Barnes	Rebecca Howell	Dr. Gary Gromacki	
Dr. Teddy Bitner	Shaun LePage		
Dr. Mary Briggs	Dr. Joshua Paxton		
Jamie Franz	Dr. Luther Smith		
Dr. Ian Guthrie	Dr. Germaine Washington		

Full- or Part-Time Administrator/Teaching Faculty Status

- Dr. Alexander Granados, President
- Tiffany Smith, Librarian; General Studies Dept. Chair
- Ron Sharp, Dean of Students

Full- or Part-Time Administrator/Non-Teaching Faculty Status

- Rhonda Coulter, Director of Practical Christian Ministries (PT)
- Gary Rogers, Registrar

Athletic Coaches

- Matt Brown, Athletic Director/Men's Basketball
- Cameron Coleman, Assistant Athletic Director/Women's Basketball
- Marcus Wilkes, Men's Soccer (PT)
- JoJo Wilkes, Women's Volleyball (PT)
- Mick Simpson, Men's Baseball (PT)

Adjunct Faculty

Primary Responsibility: Traditional College (c) / Seminary (s) / Graduate School (g)	
Carolyn Asher (c)	Dr. Christopher Johnson (s)
Dr. Jordan Ballard (s)	Dr. Eric Kisling (c)
Chris Basel (c)	Jan Larkins (c)
Un Chong Christopher (c)	Dr. Jeremy Lyon (s)
Rhonda Coulter (c)	Dr. David Mappes (s)
Dr. Kyle Dunham (s)	Allen Prodoehl (c)
Dr. Daniel Fabricatore (s)	Dr. Monte Shanks (s)
Dr. Douglas Geiger (s)	Dr. Timothy Sigler (s)
Dr. Daniel Goepfrich (s)	Dr. Michael Stallard (s)
Aaron Heath (c)	Joel Williamson (c)
Skip Hessel (c)	Heather Wilson (c)
Brittany Hill (c)	
Dr. Wayne House (s)	

Teaching Assistant (TA); Graduate Assistant (GA); Applied Music Lesson Teacher (AM)

Dr. James Clark (TA)		Matthew Blissenbach (AM)
Jonathan Henderson (TA)		

UNIVERSITY ADMINISTRATIVE STRUCTURE

2025-2026

(xxxx) – first year at Calvary University

President

Alexander Granados – B.A., M.Div., Th.M., Ph.D. (2021)

Interim Chief Operations Officer; Interim Executive Vice President

President's Cabinet

Tasha Young (2004)

Chief Financial Officer

Teddy D. Bitner - B.S., M.A., M.M.A.S., D.Min., Ed.D. (2000)

Chief Academic Officer; Vice President of Academics; Accreditation Coordinator; Director of Security; Interim Director of Institutional Effectiveness; Interim PDS Program Director

Randy Grimm - B.S. (2025)

Interim Chief Development Officer; Vice President of Development

Ron Sharp – B.A., M.A.T.S., M.R.E. (2024)

Dean of Students

COLLEGE FACULTY STRUCTURE

2025-2026

(xxxx) – first year at Calvary University

Adjunct** - Adjunct status noted for secondary area of service.

Bible & Theology Department

Ian Bacon – B.S., M.Div., Ph.D. (2018)

Program Director, Bible & Theology; Associate Professor

Alexander Granados, B.A., M.Div., Th.M., Ph.D. (2021)

President; Professor

Gary Gromacki – B.A., Th.M., D.Min, Ph.D. (2017)

Adjunct**

Joel Williamson – B.A., Th.M., Ph. D. candidate. (1982)

Adjunct

Biblical Counseling Department

Luther Smith – B.A., M.A., Psy.D. (2017)

Dean of College; Chair, Biblical Counseling; Associate Professor

Carolyn Asher – B.S., M.A. (2025)

Adjunct

James L. Clark – B.S., M.Div., Ph.D. (1993)

Distinguished Guest Lecturer

Jan Larkins – B.Mus., M.Ed. (2021)

Adjunct

Business Administration

Germaine Washington – B.S., M.B.A., D.M. (2016)

Dean of Graduate School; Chair, Business Administration; Professor

Tressa Barnes – B.S., M.S. (2016)

Assistant Professor

Skip Hessel – M.B.A., D.M. (2025)

Adjunct

Eric Kisling – B.S., M.A.S., M.S. Ed., Ph.D. (2023)

Adjunct

Allen Prodoehl – B.S., M.S. (2021)

Adjunct

Education Department

Mary Briggs – B.A., M.A., Ed.D. (2019)

Chair, Education; Professor

Karen Hange – B.S., M.Ed., Ed.D. (2018)

Program Director, Elementary Education; Associate Professor

English Department

Timothy Hange – B.S., M.Ed., D.A. (2018)

Chair, English; TESOL Coordinator; Assistant Professor

Jamie Franz – B.S., M.Ed. (2020)

Assistant Professor

Rebecca Howell – B.A., M.A. (2022)

Director of the Clark Academic Center; Assistant Professor

General Studies Department

Tiffany Smith – B.A., M.L.I.S. (2016)

Chair, General Studies; Professor

Teddy D. Bitner—B.S., M.A., M.M.A.S., D.Min., Ed.D. (2000)

Chief Academic Officer; Professor

K. Aaron Heath—B.A., M.Div. (1994)

Adjunct

Ministry Studies Department

Shaun LePage – B.A., Th.M., D.Min. in progress. (2018)

Chair, Ministry Studies; Assistant Professor

Michel L. Dodds—B.A., Th.M., D.Min. (2007)

Adjunct**

Joshua Paxton—B.S., M.Div., Ed.D. (2013)

Director of the Burnham Center for Global Engagement; Program Director,
Intercultural Studies; Professor

Music Department

Haekyung An - B.Mus., M.Mus., M.Mus., D.M.A. (2010)

Chair, Music; Professor

Ian Guthrie – B.Mus., M.Mus., D.M. (2022)

Associate Professor

Un Chong Christopher - B.Mus., M.Mus. (2008) Adjunct

Brittany Hill – B.Mus., M.S. (2021)

Adjunct

Heather Wilson - B.Mus., M.M.Ed. (2023)
Adjunct

Graduate Assistants (GA) & Music Lesson Teachers (AM):
Matthew Blissenbach (AM)

Professional Directed Studies Department (PDS)

Teddy D. Bitner—B.S., M.A., M.M.A.S., D.Min., Ed.D. (2000)
Chief Academic Officer; VP of Academics; Accreditation Coordinator; Interim
Director of Institutional Effectiveness; Interim PDS Program Director;
Professor

Various Academic Mentors and Faculty

STEM Department

Chris Basel—B.A., M.S. (2013)
Chair, STEM; Adjunct

Jonathan Henderson – B.A. (2024)
Adjunct

Theatre Arts Department

Haekyung An – M.Mus, M.Mus, D.M.A. (2010)
Interim Chair, Theatre Arts; Adjunct**

Rebekah Bitner – T.A. (2024)

Brittany Hill – B.Mus., M.S. (2021)
Adjunct**

GRADUATE SCHOOL FACULTY STRUCTURE

2025-2026

(xxxx) – first year at Calvary University

Business Department

Germaine Washington – B.S., M.B.A., D.M. (2016)
Dean of Graduate School; Chair, Business; Professor

Education Department

Mary Briggs - B.A., M.A., Ed.D. (2019)
Chair, Education; Professor

SEMINARY FACULTY STRUCTURE

2025-2026

(xxxx) – first year at Calvary University

Bible & Theology Department

Michel L. Dodds—B.A., Th.M., D.Min. (2007)

Dean of Seminary; Program Director, M.Div.; Director of CU Press; Professor

Gary Gromacki – B.A., Th.M., D.Min, Ph.D. (2017)

Chair, Bible & Theology; PhD Program Director, Bible & Theology; Professor

Jordan Ballard – B.S., M.A.R., M.R.E., M.Div., S.T.M. Ph.D. (2022)

Adjunct

Kyle Dunham – B.S., M.Div., Th.M., Th.D. (2023)

Adjunct

Daniel Fabricatore – A.A., B.A., Th.M., Ph.D. (2021)

Adjunct

Daniel Goepfrich – B.A., Th.M., D.Min. (2020)

Adjunct

Wayne House – B.A., M.Div., Th.M., M.A., Th.D., J.D. (2020)

Adjunct

Christopher Johnson – B.A., M.A., Ph.D. (2025)

Adjunct

Jeremy Lyon – B.A., M.Div., Ph.D. (2021)

Adjunct

David Mappes – A.A., B.A., M.Div., Th.M., Ph.D. (2023)

Adjunct

Monte Shanks – B.A., Th.M., Ph.D. (2023)

Adjunct

Timothy Sigler – B.A., M.A., M.S., M.Div., PhD. (2023)

Adjunct

Michael Stallard – B.S., M.Div., S.T.M., Ph.D. (2023)

Adjunct

Joel Williamson – B.A., Th.M., Ph. D. candidate. (1982)

Adjunct**

Biblical Counseling Department

Luther Smith – B.A., M.A., Psy. D. (2017)

Dean of College; Chair, Biblical Counseling; Associate Professor

Jeffrey Cox – B.S., M.S., D.Min. (2019)
Program Director, Biblical Counseling at the Seminary; Assistant Professor

Douglas Geiger – B.A., M.A., D.Min. (2020)
Adjunct

Ministry Studies Department

Michel L. Dodds—B.A., Th.M., D.Min. (2007)
Dean of Seminary; Program Director, M.Div.; Director of CU Press; Professor

APPROVED COLLEGE PROGRAMS AND ADVISORS

2025-2026

For a complete list of College Programs and Academic Advisors/Mentors, see the Quick Reference Guide for Approved College Programs with Respective Advisors and Mentors (in The Faculty/Staff OneDrive).

House Advisors (Pending)

Organizational Advisors

ChocBoard – SMSTA Student Chapter of the
Missouri State Teacher’s Association
Collegiate Chapter of MTNA
(Music Teachers National Association)
MCCC Athletic Representative
MOST (Missions Outreach Student Team)
Student Senate Advisor
Theatre Club
Theology Club
Veteran’s Fellowship

Mary Briggs/Karen Hange

Haekyung An

Becca Howell
Joshua Paxton
Ron Sharp
Teddy Bitner
Ian Bacon
Inactive – 2024-2025

CALENDAR SUMMARY (2025-2026)

ACC Meeting (1st and 3rd Tuesdays, 3:00 pm)

August 19	January 6 & 20
September 2 & 16	February 3 & 17
October 7 & 21	March 3 & 17
November 4 & 18	April 7 & 21
December 2 & 16	May 5 & 19

Faculty Meeting (College, Seminary, & Grad School)

2nd Tues, 3:15 pm)

September 9	January 13
October 14	February 10
November 11	March 10
December 9	April 14
	May 12

Faculty Senate (4th Tues, 3:15-5pm Langmade Rm)

August 26	January 27
September 23	February 24
October 28	March 24
November 25	April 28

Access and Engagement Committee (2x/sem)

September	January
October	March

Burnham Ctr Committee (3rd Tues, 11:00 am)

September 16	January 20
October – No mtg	February 17
November 18	March 17
December – No mtg	April 21

Steering Committee Meeting (1st Mon, 3:00 pm)

September 8 (2nd Monday)	Feb 2
October 6	Mar – No Mtg
November 3	April 6
December 1	May – No Mtg

Institutional Effectiveness Committee Meeting (2nd Thurs, 3:15 p.m.)

September 11	December 11	March 12
October 9	January 8	April 9
November 13	February 12	May 14

Library Committee Meeting (2x/sem)

September	February
November	March

Retention Committee Mtg (1st Thurs, 3:00 pm)

September 4	December 4	April 2
October 2	February 5	May 7
November 6	March 5	

PhD Curriculum Committee (4th Thurs, 3:00 pm)

August 28	Nov 27	March 26
September 25	January 22	April 23
October 23	February 26	

Staff Department Leaders(2nd and 4th Thu, Notes only)

July 10 & 24	November 13	March 26
August 14 & 28	December 11	April 9 & 23
September 11 & 25	January 8 & 22	May 14 & 28
October 9 & 23	February 12 & 26	June 11 & 25

Faculty/Staff Meeting (3rd Thursday, 3:15 p.m.)

September 19	December 19	March 20
October 17	January 16	April 17
November 14	February 13	

Faculty/Staff In-Service 2025 – August 7

Faculty In-Service

August 5 (Tuesday, 8:30-12:00 pm + optional pm)
January 8 (Thursday, 1:30-4:00 pm)

Important Dates in Summer 2025

July 7 – Summer Session 2 begins
Aug. 15 - Last day of Summer Session 2

Important Dates in Fall 2025

Aug. 18 –Fall Session 1 begins
Aug. 25-29 – Spiritual Emphasis Week
Sep. 10 – Spring & Summer Syllabi due to Academic Office
Oct. 10 – Last day of Fall Session 1
Oct. 13-17 – Fall Break (no classes)
Oct. 20 –Fall Session 2 begins
Oct. 29 – Day of Prayer
Dec. 12 - Last day of Fall Session 2

Important Dates in Spring 2026

Jan. 5 - Offices open
Jan. 12 - Spring Session 1 begins
Jan. 26-28 – Conference on Global Engagement
Jan. 27 – Day of Prayer
Feb. 10 – Fall Syllabi due to Academic Office
Mar. 6 – Last day of Spring Session 1
March 9-13 - Spring Break (no classes)
March 16 –Spring Session 2 begins
May 1– Last day of classes for seniors
May 8 – Last day of Spring Session 2
May 8 – Baccalaureate
May 8 – Awards & Alumni Induction Dinner
May 9 - Commencement

Important Dates in Summer 2026

May 11 - Summer Session 1 begins
June 26- Last day of Summer Session 1

FACULTY AND STAFF COMMITTEE APPOINTMENTS 2025-2026

Academic Curriculum Committee (ACC)
 Teddy Bitner, Chair
 Mike Dodds
 Germaine Washington
 Luther Smith
 Gary Rogers
 Tiffany Smith
 Gary Gromacki, PhD Curriculum Committee Rep
 Mary Briggs, Faculty Rep
 TBD, Student Representative
 Beth LePage, Recording Secretary

Academic Monitoring Committee
 Gary Rogers, Chair
 Teddy Bitner
 Carrie Paxton
 Rebecca Howell
 Jamie Franz
 Jennifer Prodoehl
 Dean of the appropriate school

Admissions Committee
 Ruth Grimm, Chair
 Brad Paxton/Valerie VanderVorst
 Teddy Bitner
 Gary Rogers
 Jennifer Prodoehl
 Ron Sharp
 Department Chair or Program Director

Athletic Committee
 Matt Brown, Chair
 Becca Howell, MCCC Faculty Rep
 Athletic Coaches

Burnham Center Oversight Committee
 Joshua Paxton, Chair
 Teddy Bitner
 Randy Grimm
 Kara Miller
 Student Representative

Calendar Committee
 COO, Chair
 Gary Rogers, Vice-Chair
 Academic Office Rep
 Development Office Rep
 Matt Brown
 Luther Smith
 Germaine Washington
 Mike Dodds
 Adam Weeks
 Ruth Grimm
 Kara Miller
 Haekyung An
 Brittany Hill

Chapel Committee Ron Sharp, Chair Alexander Granados Josh Paxton Brad Paxton/Valerie VanderVorst Daniel Huxman Music Dept Rep Student Rep
Compliance Committee (Dispute Resolution Committee) Randy Grimm, Chair Teddy Bitner HR Jamie Franz Ron Sharp Jacob O'Dwyer Beth LePage, Recording Secretary 1 male student representative-TBD 1 female student representative-TBD
Crisis Management Team Jacob O'Dwyer, Chair Teddy Bitner TBD, COO Dave Vande Berg Aaron Heath Adam Weeks, Public Information Officer
Access and Engagement Committee Mary Briggs, Chair Germaine Washington Ron Sharp Matt Brown TBD, Student Athlete Representative TBD, Student Representative Beth LePage, Recording Secretary
Faculty Senate Faculty Administrators; FT, PT, & adjunct faculty members from college, graduate school, and seminary. President: Mike Dodds Vice President: Becca Howell Secretary: Tiffany Smith ACC Faculty Representative-Mary Briggs MCCC Faculty Representative-Becca Howell
Federal Financial Aid Appeals Committee Tasha Young, Chair Gary Rogers Ian Bacon

<p>First Year Student Experience Task Force</p> <p>Teddy Bitner, Chair</p> <p>Ian Bacon</p> <p>Karen Hange</p> <p>Timothy Hange</p> <p>Luther Smith</p> <p>Tiffany Smith</p> <p>Jamie Franz</p> <p>Tasha Young</p> <p>Brad Paxton/Valerie VanderVorst</p> <p>Jennifer Prodoehl</p> <p>Gary Rogers</p> <p>Beth LePage, Recording Secretary</p>
<p>Handbook Committee</p> <p>Alexander Granados, Chair</p> <p>HR Director</p> <p>Aaron Heath</p> <p>Beth LePage</p> <p>Ruth Grimm</p> <p>Kara Miller</p>
<p>Institutional Effectiveness Committee</p> <p>Teddy Bitner, Chair</p> <p>Josh Paxton</p> <p>Brad Paxton/Valerie VanderVorst</p> <p>Daniel Huxman</p> <p>TBD, Student Representative</p>
<p>Institutional Review Board</p> <p>Teddy Bitner, Chair</p> <p>Luther Smith</p> <p>Mary Briggs</p> <p>Germaine Washington</p> <p>TBD, Independent Member</p>
<p>Institutional Student Aid & Scholarships Committee</p> <p>Tasha Young, Chair</p> <p>Brad Paxton/Valerie VanderVorst</p> <p>Jennifer Prodoehl</p> <p>Jamie Franz</p> <p>Tressa Barnes</p> <p>Karen Hange</p>
<p>Intellectual Property Advisory Committee</p> <p>Teddy Bitner, Chair</p> <p>Two faculty representatives</p> <p>Two student representatives</p> <p>Library representative</p> <p>Aaron Heath</p> <p>Legal counsel consultation</p>
<p>Library Committee</p> <p>Tiffany Smith, Chair</p> <p>Eidene Anderson</p> <p>Mike Dodds</p> <p>Ian Guthrie</p>
<p>PhD Curriculum Committee</p> <p>Gary Gromacki, Chair</p> <p>Mike Dodds</p> <p>Additional PhD Faculty</p>

Practical Christian Ministries Committee Rhonda Coulter, Chair Josh Paxton Luther Smith Joel Williamson				
Retention Committee Gary Rogers, Chair Jamie Franz, Co-Chair Teddy Bitner Carrie Paxton Rebecca Howell Matt Brown Jennifer Prodoehl Brad Paxton/Valerie VanderVorst TBD, Recording Secretary Tressa Barnes, Faculty Senate Rep TBD, Student Reps				
Script Approval Committee Karen Hange, Faculty Representative Hannah Bitner, Alumni Representative Rebekah Bitner, Production Manager				
Security & Safety Committee Jacob O'Dwyer, Chair TBD, COO Dave Vande Berg Joe Dapra Aaron Heath Matt Brown HR Director Ron Sharp				
Steering Committee for Accreditation Teddy Bitner, Chair, Accreditation Coordinator Luther Smith, Co-Coordinator TBD, Federal Compliance Officer Federal Compliance Subcommittee: Mike Dodds, Federal Compliance Officer Jamie Franz				
Subcommittee #1 Tim Hange, Chair	Subcommittee #2 Aaron Heath, Chair	Subcommittee #3 Luther Smith, Chair	Subcommittee #4 Tiffany Smith, Chair	Subcommittee #5 Tasha Young, Chair
Student Life Committee COO, Chair Teddy Bitner, Interim Chair Ron Sharp Jamie Franz Gary Rogers Jennifer Prodoehl Dean of the appropriate school				
Veterans Affairs Committee <i>Inactive – 2024-2026</i>				

COMMITTEES

ACADEMIC/CURRICULUM COMMITTEE (ACC)

PURPOSE: To assist and advise the Chief Academic Officer regarding matters relating to the academic policies and curriculum of Calvary University.

MEMBERS:

Chief Academic Officer, Chair
Dean of the College
Dean of the Graduate School
Dean of the Seminary
Student Representative from Student Senate appointed annually
Faculty Representative from the Faculty Senate appointed annually
Doctoral Faculty Rep from the PhD Curriculum Committee appointed annually
Registrar
Librarian (ex officio)
Executive Assistant to the Chief Academic Officer (Recording Secretary)

MEETINGS: Approximately every two weeks

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. To ensure academic programs and courses:
 - Build upon a Biblical foundation.
 - Support the Board End Statements.
 - Maintain academic integrity and freedom of academic expression.
2. To review and approve academic policies applicable to the Faculty.
3. To review and approve new, revised, and deleted courses, programs, and degrees.
4. To oversee general academic procedures and standards of Calvary.
5. To maintain alertness to the quality of instruction and recommend procedures or devices for the evaluation of instruction.
6. To consider student academic appeals.
7. In alignment with Robert's Rules of Order, a quorum of a majority of members will be present, or accessible virtually, when voting on curriculum decisions.

ACADEMIC MONITORING COMMITTEE

PURPOSE: To evaluate the academic progress of students currently enrolled to determine whether academic or nonacademic restrictions should be imposed on them and, if warranted, to suspend or dismiss them.

MEMBERS:

Registrar, Chair
Chief Academic Officer
Associate Dean of Students
Director of the Clark Academic Center
Cashier/Associate Director of Financial Aid
Accommodations Support Coordinator
Associate Registrar
Dean of the appropriate school

MEETINGS: Twice a year: after the end of each semester, and as necessary.

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. At the conclusion of each semester, to evaluate the academic progress of undergraduate students who's cumulative and/or term GPA is below 2.00 and graduate/seminary students whose cumulative GPA is below 3.00.
2. To determine the action that should be taken for each student individually.
3. To instruct the Registrar to notify each student of their academic monitoring status and the action being taken.
4. To consider student appeals.
5. To advise the Chief Academic Officer regarding academic monitoring policies and statements of those policies in the University Catalog.

ACCESS AND ENGAGEMENT COMMITTEE

PURPOSE: The Access and Engagement Committee exists to promote diversity and encourage participation, interaction and understanding of cultural and ethnic diversity among Calvary students, faculty, staff, alumni, and supporters.

MEMBERS:

(Members of this committee will reflect a diverse ethnic and cultural representation)
Department Chair of Education, Chair
Faculty representative
Staff representative
Student Affairs representative
Athletic Department representative
Student representative
Executive Assistant to the Chief Academic Officer (Recording Secretary)

MEETINGS: The committee will meet twice/semester, or more often if necessary.

ACCOUNTABILITY: To the President's Cabinet

RESPONSIBILITIES:

1. Maintain and update Calvary's diversity plan.
2. To develop and provide recommendations to the President's Cabinet for diversity initiatives.
3. To support the Practical Christian Ministries Department in placing students in culturally diverse ministry settings.
4. To review and make suggestions to the Director of Marketing and Communications regarding appropriate marketing information and materials.
5. To coordinate with the retention committee and make recommendations regarding student retention – particularly minority students.
6. Make recommendations for improvement of hiring practices and policies.
7. Provide suggestions to the Vice President for Student Affairs regarding diversity issues, including Accommodations Support Services activities.

ADMISSIONS COMMITTEE

PURPOSE: Based on the recommendation of an Admissions Lead Counselor, prospective students who are not accepted via Calvary's standard acceptance procedures will be reviewed by the Admissions Committee. The committee will evaluate prospective students making application to Calvary for a degree program to determine if they should be accepted or rejected and, for those who are accepted, to determine their status and whether there should be any restrictions placed on them.

MEMBERS:

Admissions Systems Coordinator, Chair
Director of Admissions
Chief Academic Officer
Registrar
Associate Registrar
Dean of Students
Department Chair or Program Director (for Early College or Undeclared this is Associate Registrar)

MEETINGS: The Admissions Committee does not have regularly scheduled meetings. Applicant files and acceptance appeals are circulated to members for review. Members are given 48 hours to review and respond; otherwise, silent assent is assumed. If there is no consensus in feedback concerning an applicant, the Chair may schedule a meeting for further discussion of the applicant file.

ACCOUNTABILITY: To the Director of Admissions

RESPONSIBILITIES:

1. To evaluate applicant files that will require special acceptance procedures for admission to Calvary regarding his/her meeting Calvary's admissions standards.
2. To give input to the Admissions Office concerning an applicant's acceptance or denial and, if recommending denial, of the reasons for the denial.
3. To personally interview an applicant, if warranted, because of the applicant's doctrinal position, past social behavior, and/or past academic performance.
4. To consider applicant appeals.
5. To advise the Director of Admissions regarding admissions policies and statements of those policies in the academic catalog.

ATHLETIC COMMITTEE

PURPOSE: To determine eligibility and represent Calvary within our athletic conference(s).

MEMBERS:

Athletic Director
Faculty Member, Conference Representative
Coaches

MEETINGS: The Athletic Committee meets on an as needed basis.

ACCOUNTABILITY: To the President

RESPONSIBILITIES:

1. To establish and oversee the policies and procedures of the Athletic Program.
2. To develop procedures designed to enhance spiritual growth in Calvary's student athletes.
3. To evaluate the intercollegiate athletic programs and make necessary recommendations.
4. To represent Calvary at conference meetings.
5. To determine the eligibility of student athletes.

BURNHAM CENTER OVERSIGHT COMMITTEE

PURPOSE: To assist the Director of the Burnham Center for Global Engagement on matters pertaining to the Center's mission including events and partnership initiatives.

MEMBERS:

Director of the Burnham Center for Global Engagement, Chair
Chief Academic Officer
Chief Development Officer
Residence Life Coordinator
President of M.O.S.T.
Additional members as requested by Director of the BCGE

MEETINGS: Monthly during the academic year.

ACCOUNTABILITY: To the Chief Academic Officer.

RESPONSIBILITIES:

1. To assist the Director of the Burnham Center for Global Engagement with planning and executing the annual Conference on Global Engagement and other events.
2. To provide oversight to the Director of the Burnham Center for the achievement of the Center's mission.
3. To provide insight and assistance with marketing the Burnham Center to Calvary's constituency, prospective students, and local churches.
4. To annually review the Burnham Center's mission and objectives.
5. To work with the Director on establishing a budget and fundraising initiatives for the Burnham Center.

CALENDAR COMMITTEE

PURPOSE: To take the lead in identifying and developing events representing each of CU's academic disciplines and demonstrating university-level education, research, and service in fulfillment of the institutional mission, strategic goals, and University values. Once concepts and preliminary scheduling have been decided, sub-committees will then carry out the details of planning and hosting specific events.

Examples of events falling within this initiative include:

- Spiritual Emphasis Week
- Conference on Global Engagement
- Calvary Evening Lecture Series
- Christian Leaders Conference/Leadership Roundtable
- Fine Arts Events (especially co-curricular music concerts and theatre productions)
- Hosting external events (i.e., IFCA Youth Pastor Summit, Explore Missions Event, etc.)
- Student Affairs Activities

MEMBERS:

Chief Operations Officer, Chairman	Dean of College
Registrar, Vice-Chairman	Dean of Graduate School
Executive Assistant to the President	Dean of Seminary
Chief Academic Officer/Rep	Receptionist
Director of Marketing & Communications	Athletic Director
Chief Development Officer/Rep	Music Department Rep(s)
Student Affairs Rep	Theatre Department Rep
Admissions Rep	

MEETINGS: The Calendar Committee meets once per semester; any additional meetings will be scheduled as needed. Some event requests may be circulated for members to review and give input between scheduled meetings.

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. To ensure all CU academic disciplines are represented and engaged within events being scheduled.
2. To deconflict scheduling across the CU calendars.
3. To fulfill institutional mission and vision.
4. To increase departmental exposure across all events.
5. To coordinate institutional resources for university-wide support.
6. To establish standardized dates and times for major/recurring campus events.
7. To recommend the beginning and ending dates for each semester to the Chief Academic Officer for submission to the President's Cabinet.
8. To publish Academic Calendar (website) and administrative calendar (internally).

CHAPEL COMMITTEE

PURPOSE: To facilitate a meaningful and engaging chapel program aimed at fostering a sense of connection, community, and spiritual growth among members of the Calvary community by planning, organizing, and publicizing chapel events.

MEMBERS:

Dean of Students, Chairman
President
Faculty Representative
Director of Admissions
IT Representative
Music Department Representative
Student Representative

MEETINGS: The Chapel Committee meets once per semester; any additional meetings will be scheduled as needed. Some communication concerning chapel may be circulated for members to review and give input between scheduled meetings.

ACCOUNTABILITY: To the President

RESPONSIBILITIES:

1. To set annual goals for chapel program.
2. To suggest chapel speakers.
3. To keep appropriate internal constituents (Cabinet, Switchboard, Director of Marketing & Communications) current on chapel schedule and relevant information.

COMPLIANCE COMMITTEE/DISPUTE RESOLUTION COMMITTEE

PURPOSE: To remain abreast of regulatory requirements pertaining to Title IV, Title IX, Part 86, the Clery Act and Student Outcomes; to implement the necessary policies, disclosures, programs, and training to ensure that Calvary protects the safety and well-being of students, faculty, and staff; creating an environment which is conducive to student learning and success, while ensuring institutional compliance with applicable laws and ethical standards. This committee also serves as the Dispute Resolution Committee when needed.

MEMBERS:

Federal Compliance Officer, Chair	
Executive Assistant to the Chief Academic Officer (Recording Secretary)	
Chief Academic Officer	
Title IX Coordinator	Dean of Students
Director of Financial Aid	Associate Dean of Students
Director of Human Resources	One male Resident Assistant
Chief of Security	One female Resident Assistant

MEETINGS: Meetings will be scheduled as required.

ACCOUNTABILITY: To the President's Cabinet

RESPONSIBILITIES:

1. Know and understand the regulatory requirements of Title IV, Title IX, Part 86, the Clery Act and Student Outcomes, to ensure institutional compliance with Biblical principles, regulations, good practice, and ethical standards.
2. Compose, publish, and keep current all required notices and disclosures in compliance with regulations.
3. Promote a culture of awareness regarding sexual misconduct, harassment, and discrimination.
4. Create an atmosphere which encourages victims and bystanders to report such acts through training, education, and campaigns to aid in the prevention of sexual misconduct, harassment, and discrimination.
5. Implement policies and procedures for the reporting, notification, investigation, and resolution of violations, to ensure the safety and protection of the rights of all parties involved, and to comply with all applicable regulations.
6. Ensure that policies and procedures concerning Title IV, Title IX, Part 86, the Clery Act, and Student Outcomes comply with all governmental and accrediting agencies' regulations, serve the student body, are communicated to internal and external stakeholders, and do not create conflicting systems of adjudication.
7. Receive and attempt to resolve disputes according to Calvary policies.

CRISIS MANAGEMENT TEAM

PURPOSE: The Crisis Management Team (CMT) is not a committee, but a team that comes together in the event of a campus-wide crisis. The purpose of the CMT is to plan, rehearse, and manage crisis situations which may occur at Calvary consistent with the Federal Emergency Management Agency's Basic Incident Command System (ICS). The mission and duties of the CMT are outlined in the Emergency Response Plan.

MEMBERS:

Chief of Security (Team Lead)
Chief Academic Officer
Chief Operations Officer
Director of Facilities
Director of Information Technology
Director of Marketing and Communications (Public Information Officer)

MEETINGS: The CMT does not meet on a regular basis.

ACCOUNTABILITY: To the President's Cabinet

RESPONSIBILITIES:

The CMT follows a process as described in the Emergency Response Plan. That process includes:

1. Ensure proper notification of a crisis situation.
2. Define the crisis.
3. Identify and assess any policies that may apply to the crisis.
4. Activate the Emergency Operations Center (EOC), if required. Initiate 24- hour manning of the Front Desk if the EOC is activated.
5. Containment. Define the physical limits of the crisis and personnel affected. If geographically defined (such as fire, bomb threat, etc.), seal the area and evacuate at-risk areas if necessary. Obtain the resources necessary to ensure containment is maintained as required. If not geographically defined, identify the functional limits and develop strategies to contain the crisis within those limits.
6. Assessment. Determine whether existing contingency plan(s) are adequate. If so, execute; if not, develop potential courses of action, analyze each and recommend a course of action. Once approved by the Cabinet, implement the course of action.
7. Modify plan as required.
8. Upon completion of the crisis, conduct an After-Action Review (AAR). Capture results and make modifications to the plan and/or procedures.

FACULTY SENATE

PURPOSE: To provide faculty an opportunity to provide a faculty perspective on issues affecting the University, to serve as a vehicle to convey the needs and concerns of the faculty, to provide a faculty member to sit on the Academic Curriculum Committee (ACC), and to serve as an advisory body to the Chief Academic Officer (CAO).

MEMBERS: Members include full time, part time and adjunct University faculty, as well as faculty administrators.

MEETINGS: Meet on a regular basis at least monthly during the Fall and Spring semesters. Additional meetings could be called by the Faculty Senate President.

ACCOUNTABILITY: To the Chief Academic Officer

GENERAL RESPONSIBILITIES:

1. Annually elect a president, vice-president, secretary, treasurer, and ACC representative (who may also be one of the elected officers). It is suggested that a school dean not serve as a Faculty Senate officer. A school dean may not serve as the ACC representative. The president will meet monthly with the CAO.
2. To discuss and prioritize concerns for research and recommendations to provide the CAO with insight and support in creating a collegial academic environment.
3. To create an environment of encouragement and collaboration for academic faculty.
4. Other responsibilities as assigned by the CAO.
5. Appoint a member to represent the Faculty Senate on the ACC.

RESPONSIBILITIES:

1. Approve candidates for graduation (fall and spring semesters) (ABHE Criterion 9.B.)
2. Approve admissions criteria. (ABHE Criterion 9.B.)
3. Participate in review of mission, goals, and objectives. (ABHE Comprehensive Visit Request form)
4. Approve requirements for graduation. (ABHE Criterion 9.B.)
5. Participate in development of academic policy through Faculty Senate review and participation in the ACC (HLC Criterion 5.B.)
6. Participate in establishment of faculty qualifications (HLC Assumed Practice B.2.c.)

FEDERAL FINANCIAL AID APPEALS COMMITTEE

PURPOSE: To consider and render decisions regarding student federal financial aid appeals.

MEMBERS:

Director of Financial Aid, Chair
Registrar
Faculty Representative

MEETINGS: The student aid appeals committee does not have regularly scheduled meetings. Appeals are circulated to members for review and input. It may be necessary to hold a meeting to discuss a question(s), policy, or an appeal.

ACCOUNTABILITY: To the Chief Operations Officer

RESPONSIBILITIES:

1. To consider student financial aid appeals.

FIRST YEAR STUDENT EXPERIENCE TASK FORCE

PURPOSE: To research, create, implement, assess, and refine First Year Student Experience (FYSE) curriculum, best practices, faculty orientation, and student outcomes to provide a first-year experience that supports the University mission and University retention goals.

MEMBERS:

Chief Academic Officer, Chair
Faculty Representatives (FYSE faculty)
Admissions/Financial Aid Representative(s)
Student Affairs Representative
Registrar
Associate Registrar
Executive Assistant to the CAO, Recording Secretary

MEETINGS: Monthly during the academic year.

ACCOUNTABILITY: To the Chief Academic Officer.

RESPONSIBILITIES:

1. To review FYSE literature
2. To create FYSE curricular plan
3. To establish FYSE outcomes
4. To establish FYSE best practices
5. To provide faculty orientation in support of FYSE outcomes
6. To identify resources necessary to support FYSE

HANDBOOK COMMITTEE

PURPOSE: Serve as a liaison between employees and the Cabinet by maintaining an Employee Handbook that is current and relevant to fulfillment of the mission, strategic goals, and values of the University.

MEMBERS:

Chief Operations Officer, Chair
Director of Human Resources, Secretary
Executive Assistant to the President
Executive Assistant to the Chief Academic Officer
Admissions Representative
Information Technology Representative
Student Affairs Representative
Title IX Coordinator

MEETINGS: At least monthly during the Fall and Spring semesters; as needed during the summer.

ACCOUNTABILITY: To the President's Cabinet.

RESPONSIBILITIES:

1. Evaluate proposed changes to policies and procedures in the Employee Handbook and make recommendations to the Cabinet.
2. Support University employees by maintaining a current Employee Handbook.
3. Annually publish the updated Employee Handbook.
4. Represent University employees to the Cabinet regarding policies and procedures related to employment.
5. Provide oversight of the Student Handbook to ensure policy alignment and consistency between the Student Handbook and the Employee Handbook.

INSTITUTIONAL EFFECTIVENESS COMMITTEE

PURPOSE: To assist and support the Director of Institutional Effectiveness, the administration, faculty, and staff through the collection, analysis, distribution and presentation of data and information for use in decision-making, policy formation, and planning in order to assist the University in accomplishment of its mission, goals, and objectives.

MEMBERS:

Director of Institutional Effectiveness, Chair
Chief Academic Officer (Accreditation Coordinator)
Two Faculty Representatives
 Serving through 2024-2025:
 Director of the Burnham Center
 Serving through 2025-2026:
 Director of Admissions
One Staff Representative
 Serving through 2025-2026:
 Assistant Director of Information Technology
Student representative from the Student Senate

NOTE: For the purposes of this committee, faculty administrators may count as faculty. Terms of members will run from July 1 - June 30. Members will serve for a three-year term on a rotating basis. If requested by the Chair, members may choose to serve consecutive three-year terms.

MEETINGS: Monthly during the academic year.

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. To become aware and knowledgeable of factors included in institutional assessments.
2. To aid the Institutional Effectiveness Office in its responsibilities in planning and implementing surveys and assessment tools to capture student and institutional data.
3. To evaluate and analyze data from surveys and other assessment tools, share data with appropriate stakeholders, and provide ideas and recommendations for change.
4. Review and evaluate individual academic, non-academic, and committee assessment plans and reports for the purpose of making recommendations for change that supports institutional mission, goals, and purpose.
5. To evaluate the Institutional Assessment Plan and implement appropriate changes to the plan as necessary.

INSTITUTIONAL REVIEW BOARD

PURPOSE: The IRB is a **review board** — not a committee. The IRB does not allow a member to participate in the review of any project in which the member has a conflicting interest. The IRB may invite individuals with expertise in specific areas to assist in the review of projects that require expertise that is not represented sufficiently on the IRB.

In accordance with federal regulations, the IRB consists of five members, composed of current faculty and staff, representing the following areas:

- *A Scientific Area* (i.e., biology, psychology, chemistry, engineering, etc.)
- *Nonscientific Area* (i.e., history, English, philosophy, etc.)
- External to the Institution*
- *Diversity of Representation* - Particularly if members of a “vulnerable population,” such as children or people with intellectual disabilities, are the subject of study. If such populations will be used, someone with knowledge of or experience with those populations will participate as a member of IRB.
- Diversity of Gender
- *Diversity of Profession* - Not just one profession, such as psychology.

*Please Note: A university not doing federally funded research has the freedom to choose alternative and sometimes more appropriate members for their IRB.

MEMBERS:

Chief Academic Officer, Chair
 Department Chair, Biblical Counseling
 Department Chair, Business Administration
 Department Chair, Education
 Independent Member

MEETINGS: IRB meetings will be scheduled on a monthly basis, commencing in response to IRB Applications received.

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. Reviewing proposals and applications for research to ensure that any human participants and their rights are protected.
2. Assisting researchers in completing their IRB proposals.
3. Tracking when ongoing research projects are due for an annual review, if necessary.
4. Documenting approvals and incoming proposals for research.
5. Maintaining documentation of training for IRB members and principal investigators (PIs).

INSTITUTIONAL STUDENT AID & SCHOLARSHIPS COMMITTEE

PURPOSE: To oversee the awarding of institutional aid (scholarships, etc.).

MEMBERS:

Director of Financial Aid - Ministry Workers Tuition Discount
Chief Financial Officer – Memorial Scholarship management
Director of Admissions
Enrollment Management Representative (should this be Admissions now?)
Student Affairs Representative
Faculty Representative

MEETINGS: The student aid committee does not have regularly scheduled meetings. Responsibilities associated with the institutional aid programs can normally be addressed within each respective area of oversight. Any meetings will occur on an as needed basis.

ACCOUNTABILITY: To the President

RESPONSIBILITIES:

1. To approve selections for awards.
2. To consider scholarship and grant applications for approval or disapproval.
3. To oversee memorial scholarships and approve selections for awards.
4. To notify the Office of Financial Aid concerning institutional aid awards.
5. To oversee work assignments across campus.
6. To address issues if work assignments are not being fulfilled.
7. To consider any appeals if a Ministry Workers Tuition Discount or CAM award is removed.

INTELLECTUAL PROPERTY ADVISORY COMMITTEE

PURPOSE: To administer the Intellectual Property Policy delineated in this Handbook.

MEMBERS: Members are appointed by the President of the University and, unless he decides otherwise, shall consist of:

- Chief Academic Officer, Chair
- Two faculty members*
- Two student members*
- Library representative
- Director of Information Technology
- Consultation with Calvary University's legal counsel

*Faculty and students will be representative of the intellectual property at issue.

MEETINGS: Meetings will be scheduled as required.

ACCOUNTABILITY: To the President.

RESPONSIBILITIES:

1. Reviewing intellectual property issues affecting Calvary University, including periodic review of this Policy;
2. Evaluating the patentability and commercial or other value of submitted University-Owned Intellectual Property;
3. Determining a course of action for legally protecting and commercializing submitted University-Owned Intellectual Property; and
4. Ensuring that all sales and licensing of University-Owned Intellectual Property are implemented to bring the University-Owned Intellectual Property to the public while securing financial reward for Calvary University and its Members.

LIBRARY COMMITTEE

PURPOSE: To assist and serve the Librarian and to serve as liaison between the faculty and the Librarian.

MEMBERS:

Librarian, Chair

Assistant Librarian

Two Faculty Members (one from College; one from Seminary or Grad School)

MEETINGS: Twice a semester or as necessary.

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. To assist the Librarian in maintaining and preserving the library collection.
2. To assist the Librarian in accomplishing work and complete, as much as possible, periodic evaluations of the collection by the faculty in their respective areas of expertise.
3. To advise the Librarian regarding instituting new or revised library policies.
4. To review the budget and advise the Librarian regarding budget matters.

PH.D. CURRICULUM COMMITTEE

PURPOSE: All Ph.D faculty function as a committee of the whole (Ph.D Curriculum Committee) to design and review Ph.D curriculum. The Ph.D Curriculum Committee functions as a sub-committee of Calvary University's Academic Curriculum Committee (ACC). At least one Ph.D faculty member will serve as representative on the ACC.

MEMBERS:

Ph.D Program Director, Chair
Dean of the Seminary
Professor(s) of Bible and Theology
Adjunct Professor(s) of Bible and Theology

MEETINGS: The committee will meet once a month, or more often if necessary.

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. To ensure Ph.D program and courses:
 - a. Build upon a Biblical foundation.
 - b. Support the Board End Statements.
 - c. Maintain academic integrity and freedom of academic expression.
2. To review and approve in preparation for submission to the ACC:
 - a. Academic policies.
 - b. New, revised, and deleted courses, programs, and degrees.
3. To oversee general academic procedures and standards of the Ph.D program.
4. To maintain alertness to the quality of instruction and recommend procedures or devices for the evaluation of the Ph.D instruction.
5. To generate ideas for dissertation topics, as well as creating awareness of holes in current research.

PRACTICAL CHRISTIAN MINISTRIES COMMITTEE

PURPOSE: To oversee the Practical Christian Ministries Department and to consider student appeals.

MEMBERS:

Director of Practical Christian Ministries, Chair
Three Faculty Members (representing more than one school)

MEETINGS: Normally once a semester, or as needed.

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. To recommend Practical Christian Ministries policies and guidelines to the Chief Academic Officer.
2. To review any proposed changes relating to the Practical Christian Ministries requirements and make recommendations to the Chief Academic Officer and the faculty.
3. To advise the Director of Practical Christian Ministries regarding the Practical Christian Ministries section of the student handbook, Practical Christian Ministries forms, and Practical Christian Ministries procedures.
4. To determine the action that should be taken for students who fail to satisfy Practical Christian Ministries standards and requirements or refuse to follow Practical Christian Ministries procedures and to consider appeals.

RETENTION COMMITTEE

PURPOSE: To assist and advise administration and faculty on matters of retaining students and to provide constructive solutions to improve the quality of student life and learning, ensuring student success and satisfaction.

MEMBERS:

Registrar, Chair
Cashier/Associate Director of Financial Aid, Secretary
Director of Admissions
Chief Academic Officer
Director of the Clark Academic Center
Associate Dean of Students
Accommodations Support Coordinator
Associate Registrar
Athletic Director
Faculty Senate Representative
Two Students

MEETINGS: Monthly during the academic year.

ACCOUNTABILITY: To the Chief Academic Officer/VP of Academics.

RESPONSIBILITIES:

1. To develop and update five-year retention goals.
2. To develop and improve strategies for achieving five-year retention goals.
3. To develop and maintain a retention plan.
4. To assist in the administration of student retention surveys and questionnaires.
5. To provide feedback to responsible administrators regarding retention policy actions.

SCRIPT APPROVAL COMMITTEE

PURPOSE: To assist and advise the Chief Academic Officer regarding the selection of scripts for productions at Calvary University.

MEMBERS:

Faculty Representative
Alumni Representative
Theatre Representative (Production Manager)
In case of appeals: Theatre Department Chair

MEETINGS: Approximately two or three times per semester

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. To review and approve or reject scripts submitted for:
 - a. Shorts (Acting Recitals)
 - b. Capstones
 - c. Principle Productions
 - d. Any other Calvary Theatre productions
2. To ensure scripts for Calvary Theatre productions:
 - a. Are consistent with the values of the Calvary community
 - b. Engage the Calvary community through participation and by fostering discussions
 - c. All without limiting the artistic integrity of the Theatre Department
3. To maintain a list of approved scripts.
4. In the case of rejection, articulate how and why the play is not consistent with Calvary's values.

SECURITY AND SAFETY COMMITTEE

PURPOSE: To oversee the Security Department and Calvary's safety program.

MEMBERS:

Chief of Security, Chair
Chief Operations Officer
Director of Facilities
Student Affairs Representative
Director of Human Resources
Athletic Director
Director of Food Service
Director of Information Technology

MEETINGS: Twice a semester, or as necessary.

ACCOUNTABILITY: To the Chief Operations Officer

RESPONSIBILITIES:

1. Review, evaluate, and provide recommendations on safety and security policies and procedures and funding priorities to the administration.
2. Make appropriate recommendations to the administration to improve physical safety and security and for crime prevention.
3. Promote student, staff, and faculty safety and security awareness programs on a continuing basis.
4. Address and implement current and future federal regulations with regard to campus security.
5. Support the Crisis Management Team to coordinate emergency planning processes and exercises across campus and with local communities (i.e., Belton, Cass County, Kansas City, Jackson County, Raymore, Grandview, State Highway Patrol, USMC, US Army Reserve, and the Port Authority).

STEERING COMMITTEE FOR ACCREDITATION

PURPOSE: To assist the Accreditation Coordinator regarding all aspects related to the accreditation process and its implementation.

MEMBERS:

Accreditation Coordinator, Chair
Co-Accreditation Coordinator, Co-Chair
Federal Compliance Officer
Members appointed by the President's Cabinet responsible for specific accreditation criteria/criterion

MEETINGS: Monthly, or as needed.

ACCOUNTABILITY: To the President and the Cabinet

RESPONSIBILITIES:

1. To be knowledgeable about the institution and about accreditation issues and processes.
2. To provide direction and counsel to the Accreditation Coordinator in establishing priorities for implementation of the accreditation process.
3. To possess the resolve to follow-through on all work undertaken.
4. To objectively examine difficult or controversial issues and make appropriate recommendations.
5. To be a spokesperson for the accreditation process to various constituents.
6. To fulfill requirements established by the accrediting agencies in a professional and timely manner.
7. To lead writing teams in preparation of assurance arguments and self-studies for specific criteria/criterion.

STUDENT LIFE COMMITTEE

PURPOSE: To review students who are struggling to succeed, especially in personal character, and provide guidance with either corrective action or discipline.

MEMBERS:

- COO, Chair
- Chief Academic Officer
- Dean of Students
- Associate Dean of Students
- Registrar
- Associate Registrar
- Dean of the appropriate school

MEETINGS: The Student Life Committee does not have regularly scheduled meetings. On an as needed basis, the committee will meet to make decisions concerning student conduct appeals. In addition, they will meet annually along with the faculty to vote on the approval of students desiring to graduate from Calvary University in the spring. The meeting should take place every February within the appropriate Faculty Senate Meeting.

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. To identify and address issues among the student body as early as possible
2. To assist students in achieving academic success.
3. To evaluate and address student disciplinary appeals.
4. To evaluate and approve students for graduation, in conjunction with the faculty approval process.

VETERANS AFFAIRS COMMITTEE

Inactive – 2024-2026

PURPOSE: To promote, support, and serve the diverse needs of its veterans to include students, staff, and faculty.

MEMBERS:

Chief Academic Officer, Chair
Director of Financial Aid
Student Affairs Representative
Admissions Representative
One to Three Veteran Faculty/Staff or Veteran Students

MEETINGS: Monthly during the academic year.

ACCOUNTABILITY: To the Chief Academic Officer

RESPONSIBILITIES:

1. Encourage and support outreach and recruitment of veterans, active duty, retired, and reserve service members as students and employees of Calvary.
2. Coordinate, publicize, and support veterans' achievements and success to include recognition at honors receptions, graduation, and other activities.
3. Encourage and support the educational needs and academic goals of veteran students.
4. Support the development of courses which address veterans' concerns.
5. Coordinate campus professional development about veterans and their specific needs and concerns such as workshops, guest speakers, attendance, and presentation at conferences.
6. Coordinate, publicize, and support veterans' events to include celebrations and remembrances.
7. Act as a support network by bringing together various campus and community organizations and offices to form partnerships to assist veterans and their families.

Staff employees may stop reading here.

Faculty need to continue on to the end of Part B.

CALVARY UNIVERSITY HANDBOOKS PART B

**Part A comprises the Staff Handbook.
Part A combined with Part B forms the Faculty Handbook.**

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FACULTY-SPECIFIC POLICIES & PROCEDURES

FACULTY APPOINTMENT

Search Procedures

The procedure for the recruitment and hiring of full-time faculty is an extensive one. Care is taken to assure that the prospective faculty member is one who is personally and academically qualified and who is in complete harmony with the doctrine and practices as set forth in the University Catalog.

Advertising for the position:

1. The Chief Academic Officer's office, along with the Director of Human Resources will prepare a job posting in accordance with the Calvary University approved job description.
 - a. A 30-day posting period is required for advertising a faculty vacancy.
 - b. Candidates must meet qualifications, listed in the next section (Faculty Qualifications).
 - c. Candidates for teacher education faculty will emphasize the importance of PK-12 public school experience.
2. The posting will be reviewed by Human Resources to ensure compliance with Equal Employment Opportunity practices prior to publication or posting to a website.
3. The statement "prospective employees will receive consideration without discrimination based on race, color, age, national origin, handicap, or veteran status" must be included in the advertisement or posting.
4. Potential venues for advertisements include Calvary's website, Association of Biblical Higher Education (ABHE) website, alumni publications, and professional publications related to the discipline.
5. The Chief Academic Officer will consult with department chairs concerning people suggested as prospects.
6. Faculty members are free to make recommendations to the CAO regarding prospective faculty members.
7. The Chief Academic Officer and appropriate Dean will meet to review the applications received and select one candidate for consideration.
8. After reviewing the candidate's application, resume or CV, signed doctrinal statement, references, and transcripts, an invitation may be extended to visit the campus, at Calvary's expense.
9. The CAO's Office will arrange for the candidate to have interviews with the President, the Chief Academic Officer, the appropriate school's dean, and the department chair.
10. The faculty will be given the opportunity to interview the candidate as a group.
11. The review committee will observe the candidate in a teaching role, if possible.
12. Based on consultation with the review committee, dean, and department chairs, the CAO will make a recommendation to the President's Cabinet regarding the candidate.

Faculty Qualifications

Undergraduate Faculty Qualifications

Undergraduate faculty are required to (1) have an earned, accredited master's degree in the area in which they are teaching, or (2) for faculty teaching general education courses, or other non-occupational courses: If a faculty member holds a master's degree or higher in a discipline or subfield other than that in which he or she is teaching, that faculty member should have completed a minimum of 18 graduate credit hours in the discipline or subfield in which they teach.

Graduate School and Seminary Faculty Qualifications

Faculty teaching in graduate programs should hold the terminal degree (normally a doctorate) determined by the discipline and have a record of research, scholarship or achievement appropriate for the graduate program.

Doctoral Program Faculty Qualifications

Faculty guiding doctoral education should have a record of scholarship and preparation to teach at the doctoral level. Research and scholarship should be appropriate to the program and degree offered.

"Tested Experience" Exception

In instances where an instructor's academic preparation varies from the traditional credentialing criteria, but the instructor possesses relevant qualifications or experience to the teaching assignment(s) based on industry, discipline, or specialized accreditation standards and contributes to effective teaching and student learning, a request for an exception may be submitted.

Individuals considered for a "Tested Experience" exception may include:

- An individual who does not possess an accredited master's degree, yet possesses appropriate "tested experience", may be appointed to teach non-academic (applied) classes or lessons (i.e., music lessons, music ensemble, applied theatre courses, computer literacy courses, first aid classes, labs).
- At the Graduate School or Seminary, an individual who possesses an accredited master's degree but not a terminal degree.

In all cases, as part of the hiring process, the prospective faculty member's qualifications will be assessed by the Academic Curriculum Committee and the appropriate Department Chair and Dean according to the criteria below. This review must be **extremely rigorous** for potential faculty members who do not possess the academic credentials:

- Skill sets: Unique skills related to the academic area (i.e., extensive applied theatre lighting expertise for an individual teaching a lighting class; extensive professional experience for a music ensemble instructor; extensive network expertise for a computer network instructor).
- Certifications or additional credentials: Recognized certifications in the instructional area that establish the individual as an expert in the area (i.e., certifications in Biblical counseling, firearms instruction, Red Cross First Aid, information technology).
- Experience: Suggested minimum work experience in fields of expertise for a college

- instructor is five years of exceptional field experience. Suggested minimum work experience for Graduate School or Seminary faculty is fifteen years with a significant record of publication and peer recognition (peer reviewed articles, journal articles, blogs, books, book reviews, etc.).
- Documentation: Prospective faculty members being evaluated under the tested experience exception will provide complete documentation of work experience, certifications, publications, and other relevant material for evaluation.

An approval by the ACC will be documented in the faculty file. The Tested Experience Portfolio will be signed by the Department Chair, the Dean of the school and the Chief Academic Officer. The record of tested experience will be a critical aspect of the candidate's interview process outlined in the hiring procedure.

Courses taught by Teaching Assistants approved based on Tested Experience will not require a traditionally credentialed professor to serve as professor of record.

Offer Letter

Upon approval of the President, the Chief Academic Officer will extend a formal offer letter of appointment. The letter will be formatted in accordance with standards established by the Chief Academic Officer.

Appointment

Faculty members are selected and invited to join the faculty of Calvary University on the basis of their doctrinal and spiritual agreement with Calvary, their academic preparation, and their teaching ability.

- The first priority is to have at least one full-time faculty member for each academic major who will give the major an identity and will mentor the students in that major.
- The second priority is to provide a full-time faculty member for every academic discipline offering 12 or more credit hours per semester.
- The third priority is to add additional faculty whenever an academic major grows so large that one full-time faculty member cannot adequately teach the courses required for that major and mentor the students.
- The appointment process is the same for all faculty.

Faculty members are required to read the updated sections of the Faculty Handbook every year and are required annually to sign that they are in agreement with Calvary's Statement of Faith and Positions and Conflict of Interest Policy.

FACULTY STATUS

Faculty Status means the individual receiving this designation has the privilege of attending faculty meetings and voting with the faculty on faculty-related issues. Faculty status does not mean that the individual having that status will have the same perks as full-time teaching faculty members. Furthermore, not all individuals having faculty status will be under the same system in determination of faculty salaries.

Other individuals teaching part-time but who are full-time employees of Calvary University in an administrative or other capacity may be granted faculty status by the President and CAO if warranted by their qualifications and experience.

Faculty Classifications

Faculty members are classified into six categories:

Administrators

Individuals who hold administrative positions. They have faculty status and rank but may or may not teach. Teaching Administrators may teach up to 3 credit hours per semester as part of their regular workload. They may also teach up to an additional 9 credit hours per semester compensated as overload according to the adjunct pay scale.

Full-time Teaching Faculty

Individuals whose primary responsibility is classroom instruction. They have faculty status and rank. The normal teaching load is 12 credit hours per semester. They may also teach up to an additional 6 credit hours per semester compensated as overload according to the adjunct pay scale. Certain activities such as coaching, musical activities, theatrical events, etc., can be included as helping to complete a full teaching load. They also carry a proportionate amount of collateral duties, such as student mentoring and committee work. The normal teaching load for each full-time seminary and graduate school faculty members is 12 hours per semester.

Permanent Part-time Faculty

Individuals employed part-time to teach. They have faculty status and rank. The normal teaching load is 9 credit hours per calendar week. They may also teach up to an additional 3 credit hours per calendar week compensated as overload according to the adjunct pay scale. Certain activities such as coaching, musical activities, theatrical events, etc., can be included as helping to complete a full teaching load. They also carry a proportionate amount of collateral duties, such as student mentoring and committee work.

Adjunct Faculty

Individuals employed on a semester basis. They may teach up to 12 credit hours per calendar week. They are only responsible for teaching the courses they are hired to teach; they have no other faculty responsibilities or collateral duties. They do not receive faculty rank. They are non-exempt.

Teaching Assistants (TA)

Individuals employed on a semester basis to teach no more than 12 credit hours per calendar week. They do not have the necessary academic credentials to be an adjunct instructor but have expertise in a certain field of study – typically PE, Music, or Theatre. They do not receive faculty status or rank. They are non-exempt.

Graduate Assistants (GA)

Individuals enrolled at Calvary University's Seminary or Graduate school and employed on a semester basis to teach or assist at the university no more than 6 credit hours per calendar week. They are paid the equivalent of what their tuition would be per credit hour in the graduate school or seminary. They do not receive faculty status or rank. They are non-exempt.

Other Instructors

Guest Instructors

Individuals who are invited to teach for a short period of time on an honorarium basis to provide expertise and instruction for skills classes. Such individuals are highly trained and experienced in a given field of study. They are required to teach under the supervision of a qualified faculty member. They do not receive faculty status or rank. They are non-exempt.

Faculty Emeriti

At times the University will choose to recognize faculty retiring from full-time service for their long, distinguished and faithful service to the University. Approval of this designated status must occur at multiple levels – the Faculty Senate, the Chief Academic Officer and the President’s Cabinet. Faculty Emeriti may or may not be actively teaching as an Adjunct Faculty member, a Teaching Assistant, or a Guest Instructor.

FACULTY RANK AND PROMOTION

(Updated 4/5/22)

Faculty ranking is as follows: Instructor, Assistant Professor, Associate Professor, and Professor. Promotion from one rank to another depends upon teaching experience, academic achievement, responsibilities, satisfactory service, and/or length of service. The criteria for satisfactory service are listed on the Faculty Promotion Rubric, which will be filled out by the Chief Academic Officer, the Dean of the Seminary, the Dean of the Graduate School and the Dean of the College during a Spring Session 2 meeting. For consideration of promotion to the next rank, a score of 70 points or more is required. See Faculty Application for Promotion in Rank form.

Faculty with previous post-secondary teaching experience will normally transfer their highest academic rank when employed at Calvary University.

Promotion from one rank to the next is never automatic. The application for promotion in rank, as well as the department chair recommendation, should be submitted to the Academic Office during Spring Session 1. The Chief Academic Officer, with input from the deans and the department chair, if applicable, determines all faculty appointments as to rank and promotion. The basic ranks and their characteristics are as follows:

Instructor

This is the initial rank for a teacher or faculty administrator with a master’s degree but no previous post-secondary education teaching experience or administrative experience. This rank is usually held for two years before promotion to Assistant Professor is considered.

Assistant Professor

Assistant Professor is the initial rank for a faculty member who possesses an earned doctorate or terminal degree. This rank usually requires some graduate work above the master’s degree level (i.e., work toward a second masters, first professional, terminal, or doctorate). Other considerations for promotion could include recognized expertise in the area of study or a history of peer-reviewed articles or book publication. This rank is usually held for three years before promotion to Associate Professor is considered.

Associate Professor

This rank usually requires a terminal degree or earned doctorate or candidacy for an earned doctorate plus at least five total years of successful teaching or faculty administrative experience. For those starting as an Assistant Professor due to an earned doctorate or terminal degree, three years of successful teaching or faculty administrative experience at the university level is acceptable instead of five years. This rank is usually held for three years before promotion to Professor is considered.

Professor

This rank requires a terminal degree or earned doctorate in the faculty member’s primary field of study plus eight years successful teaching or administrative experience. For those

starting as an Assistant Professor due to an earned doctorate or terminal degree, six years of successful teaching or faculty administrative experience at the university level is acceptable instead of eight years.

FACULTY RETENTION

Calvary Retention Policy

This retention policy is based on concepts published by the University of Washington's Center for Institutional Change, 2010.

This policy addresses the nine key areas which can impact faculty retention at Calvary. These practices help all faculty members regardless of the length of service, the area of expertise, or minority status.

Section 1: Monitoring the Health and Welfare of Departments

Monitoring Workload

The Academic Office maintains a database for tracking teaching hours, committee assignments, committee chair appointments (both departmental and institutional levels), class advisors, and other academic related responsibilities. This database allows the Chief Academic Officer to monitor loads to ensure equitable distribution of responsibilities and prevent burnout from overload.

Annual Individual Faculty Review Meetings

Annual reviews provide an opportunity to assess the health and welfare of individual faculty and programs. While an appraisal form is used to guide discussion, additional areas that may be addressed in annual reviews include:

- course and committee assignment
- a faculty member's spiritual health
- a faculty member's general classroom and developmental progress
- the faculty professional development opportunities which can initiate a professional development discussion
- feedback and the faculty member's personal assessment of the year, as well as plans for the upcoming year
- ideas from the faculty member to improve his experience and the department/program

Section 2: Transparency in Operations

Maintaining open communication is one of the keys to creating a welcoming and healthy climate. Making decisions openly and encouraging feedback from faculty helps to create a sense of buy-in and ownership, which in turn leads to improved leadership in a department.

Committee Membership Rotation

Different committees have access to different information. By rotating committee membership and leadership, different people have the opportunity to gain exposure to various elements of departmental operations. New people bring new ideas and perspectives and reduce stagnation.

Transparency in the Promotion Process

Transparency is applied to the promotion and salary increase processes. The Faculty Salary Plan is a straightforward means to compensate for load and experience, while the promotion process is clearly articulated in the Faculty Handbook.

*Section 3: Creating a Welcoming Climate**Informal Social Networks*

One way to create a sense of community is to help build informal social networks. In addition to the regularly scheduled faculty events, individual faculty members are encouraged to schedule periodic social events or lunches that may include faculty, staff, and students. Building relationships in an informal capacity can lead to stronger relationships and better understanding when it comes to formal decision-making interactions.

Active Appreciation

All people appreciate being valued. In addition to the “formal” recognition (years of service awards, promotions, recognition for publications at faculty meetings, announcements in memos or emails, etc.), there are many small ways that department chairs can demonstrate active appreciation:

- checking-in with faculty in their offices
- assuring faculty that their departmental and institutional service contributions are appreciated both in public and private forums (i.e., faculty meetings, one-on-one conversations)
- sending personalized messages

Section 4: Mentoring

Faculty can benefit from multiple mentors at different levels, as each mentor may have different strengths. Unfortunately, at an institution the size of Calvary, it may be difficult to establish multiple level mentor relationships. However, mentoring relationships can aid and enhance spiritual and personal growth. Some examples of what mentors do may include:

- create bridges for their mentees and connect them to the community
- provide feedback on papers or teaching
- help navigate the organizational structure and politics
- serve as a sounding board
- collaborate on projects of mutual interest

Well-mentored faculty will be outstanding contributors to the department and have higher levels of satisfaction. Additionally, the “senior” mentor is also likely to benefit from collaboration with the mentee.

Section 5: Valuing Diversity in the Institution

Not all faculty fit the traditional model of the professor. They may have different strengths and contribute to the department in a variety of ways. Some faculty may engage in non-traditional approaches to the field. Our policy is to appreciate and encourage diversity in the faculty.

Calvary acknowledges that excellence can be reflected in different arenas. By recognizing a more encompassing criteria that documents, recognizes, and rewards the scholarship of teaching, professional service, outreach, and research, Calvary takes an active stance on valuing diversity. Encouraging a balance of values in academia between traditional and non-

traditional faculty work will ultimately strengthen the institution.

Section 6: Support Career Development of New Faculty *Connecting to the Community*

New faculty orientation is the starting point to connect with the Calvary family. Orientation may be particularly difficult for adjuncts teaching in the evening hours, so follow-up by the department chair and other colleagues teaching within the same or related disciplines is very important.

Workload and Success

When possible, new faculty should be assigned classes that will help them integrate into the institution. At the beginning of their appointment, they should not be assigned large service courses or the most unpopular course in the curriculum. As a matter of policy, new faculty will be allowed to repeat courses so they can minimize course preparation time. Senior faculty are expected to share course materials, so new faculty do not have to reinvent courses from scratch.

Information Access

Because of the overwhelming nature of new faculty orientation, new faculty are encouraged to meet separately with the Information Technology Department to address questions or issues they may have about technology, or to share recommendations.

Section 7: Encouraging Mid-Career Professional Development

Calvary faculty are encouraged to write and publish, apply for research grants, and pursue related academic areas which can aid in developing new programs or revising existing ones. In alignment with these priorities, Calvary offers multiple faculty development programs (see [Faculty Development](#)). The key is for faculty not to stagnate or seem to have “hit a brick wall” in advancement, achieving personal goals, or spiritual growth. Meetings with the CAO and annual appraisals are good times to address situations where faculty members feel they may have stopped progressing. It’s important to raise this as an issue because a stalled faculty member may not be thinking broadly about opportunities or options.

Section 8: Faculty Development Programs

Calvary offers a Tuition Remission Benefit, a Counting Professional Education Program and a Sabbatical Program in support of faculty professional development (see [Faculty Development](#)).

Section 9: Flexible and Accommodating Policies and Practices

Calvary faculty may pursue [outside employment](#) as described in the Handbook. Work hours can be flexible according to classes taught. Absences are allowed for ministering opportunities and attending professional development activities. Spouses may also be employed by Calvary as openings develop.

FACULTY DEVELOPMENT

Attendance at Professional Meetings

Calvary allows faculty members to annually attend a professional meeting in his teaching field. Calvary will allow an absence from classes, not to exceed one week per academic year, for such activity. Approval must be obtained from the Chief Academic Officer at least three months in advance.

Tuition Remission Benefit

See Employee Handbook [Tuition Remission Benefit](#) policy.

Continuing Professional Education Program

See Employee Handbook [Continuing Professional Education Program](#) policy.

Sabbatical Policy

Participation in a Sabbatical is restricted to full-time faculty members who have completed at least seven years of full-time teaching duties at Calvary. (Even after seven years of service, a Sabbatical is not automatically granted.)

During a Sabbatical, Calvary will provide full salary for a twelve-month period.

Participation in a Sabbatical may occur synchronously with participation in the University's Continuing Education Program. However, during a Sabbatical year, the professor will not qualify for other monies normally used for professional development.

Sabbatical leaves may be granted for the completion of degree programs, research, or writing. In such cases, these activities must be related to the faculty member's area of specialization and have a direct benefit to Calvary.

In order to be considered for a Sabbatical, the faculty member must submit a Sabbatical application to the Vice President and CAO. The Cabinet will review the application based upon the following criteria:

- Calvary's ability to underwrite the expense of the Sabbatical
- The benefit of the Sabbatical to the professor and to Calvary
- Resources available to cover the classes normally taught by the professor

An approved request implies continued support contingent upon an evaluation of performance and the financial ability of Calvary.

During the Sabbatical period, the faculty member should initiate communication with the CAO. Upon completion of the Sabbatical, a written report of the accomplishments should be submitted to the Vice President and CAO.

OUTSIDE EMPLOYMENT - CONFERENCES, CONSULTATIVE WORK, ETC.

Calvary welcomes the opportunity to share faculty knowledge and experience with other groups. **However, accepting regular outside employment without permission of the Chief Academic Officer will reduce your status to part-time regardless of the number of hours worked.**

Conferences and consultative work which relate directly to the professional area of teaching at Calvary are viewed as efforts to stay in the mainstream of professional ministry. Calvary allows absences from class for one week per semester in order for the faculty member to minister at a conference or serve in some type of consultation work related to his professional ministry.

- This applies to full-time, permanent part-time, and adjunct faculty.
- Approval for such conferences must be obtained from the Chief Academic Officer at least three months in advance.

TIME OFF POLICIES FOR FACULTY MEMBERS

Holidays

See Employee Handbook [Holidays](#) policies.

Sick Leave

After their first complete semester of teaching, full-time faculty are entitled to 480 hours (12 weeks) of paid Sick Leave per fiscal year. Paid Sick Leaves cannot exceed more than two periods of 12 weeks within six years. Additional Leaves during any six-year period will be unpaid. After the first two weeks of extended illness, FMLA will be required to be used concurrently with the Sick Leave until the employee is released to return to work.

Sick Leave may be used for personal illnesses, medical appointments, or care for an immediate family member (e.g., spouse, child, parent, etc.) within the same household.

Faculty are required to notify the Academic Office of their absence as soon as possible by phone or email. Please specify whether you will be canceling classes or if someone will cover for you.

It is the faculty member's responsibility to notify students through Canvas if a class is canceled. You may also choose to assign additional work through Canvas to ensure the course stays on schedule.

If your illness extends beyond three consecutive working days, a doctor's statement will be required. For absences exceeding two weeks, a physician's statement will be required every two weeks thereafter. If an illness exceeds an approved FMLA leave, you may apply for a Long-Term Unpaid Leave of Absence, as outlined elsewhere in this Handbook. If you do not return to work after an approved leave, employment will be terminated.

(California Residents only)

Any employee living and working in California (i.e., adjunct faculty) will receive 40 hours of Sick Leave beginning on their hire date and thereafter on their anniversary date each year. The full allotment is granted upfront, but any unused balance will be forfeited after 12 months.

California residents who need to record sick time should submit a request through the payroll system (iSolved) within 24 hours of the event. Questions or concerns may be directed to humres@calvary.edu.

Vacation Leave

Faculty receive vacation time during the Christmas break between semesters, Spring Break, the week of July fourth, and Fall Break.

In addition, after the first full semester, full-time faculty receive a session off each academic year. A Session Off is defined as the 8-week session in which:

- Teaching responsibilities are not required,
- Regular office hours are not required,
- Attendance of regular committee meetings is not required.
- During this 8-week session, there may be exceptions when a faculty member is required to be on campus/engage in university responsibilities. Some exceptions include:
 - Faculty who have administrative responsibilities.

- Events that all full-time faculty are expected to attend (i.e., Commencement, Faculty/Staff In-Service, Faculty In-Service, etc.).
- Work due before the start of the next session/semester (i.e., updated syllabi, office hours, etc.)

The Department Chair will coordinate with the faculty member which session will be designated as their Session Off for the academic year. Since Fall Session 1 (August) and Spring Session 1 (January) are the sessions when the majority of new students start at Calvary, it is preferred that the session off not be during Session 1 of either the fall or spring semester.

The Executive Assistant to the Chief Academic Officer must also be notified anytime during the academic year that the faculty member will be away (e.g., speaking engagements, attending seminars, etc.).

FACULTY LOAD/OVERLOAD

Definition of terms:

Semester: The academic year at Calvary University consists of three semesters (Fall, Spring, and Summer), each consisting of two Sessions. The Fall semester begins in the middle of August and concludes in the middle of December. The Spring semester begins in January and concludes the first part of May. The Summer semester begins in the middle of May and concludes in the middle of August.

Standard load/overload for full-time faculty: The normal teaching load for each full-time undergraduate, seminary and graduate school faculty members is 12 hours per semester. They may also teach up to an additional 6 credit hours per semester compensated as overload according to the adjunct pay scale.

Courses classified as meeting load/overload guidelines: Calvary University courses have a minimum threshold of five enrolled students per course for classification as a standard course. These courses may be coded as follows:

- D & ND – Daytime and Daytime Blended Online Courses
- E & NE – Evening and Evening Blended Online Courses
- M & NM – Modular and Modular Blended Online Courses
- T & NT – Traditional and Traditional Blended Online Courses (16 weeks)
- N – Online Only Courses, which meet the minimum of five enrolled students

Courses not classified as load/overload courses: The following courses normally will not count towards the load/overload for a full-time faculty member. An exception may be approved if these courses are needed to meet minimum load requirements.

- I – Directed Study Courses/Independent Study Courses
- LG – Legacy Courses
- O – Office Courses

These courses are paid at a reduced rate on a per student and per credit hour basis.

Legacy courses: Less than 5 students are registered for this course. Instructor sets up Canvas, uploading historic lecture recordings, delineating assignment due dates, etc. Student(s) complete the coursework as asynchronous online student(s), with the instructor acting as a facilitator and grading coursework. Grades are posted in Canvas and finalized in Populi. Instructor is paid for each course at Legacy/Independent Study/Office course rate- typically a specified amount multiplied per credit hour and per student (i.e., \$60 x 3 credit hours x 2 students = \$360).

Independent study course – Less than 5 students are registered for this course. Instructor sets up Canvas, delineating assignment due dates, and corresponds with student(s) to schedule times to meet throughout the span of the course. Student(s) complete coursework independently. Typically, this delivery method does not require the student to watch a full set of pre-recorded lectures. Instructor grades coursework with grades are posted in Canvas and finalized in Populi. The instructor is paid for each course at Legacy/Independent Study/Office course rate – typically a specified amount multiplied per credit hour and per student (i.e., \$60 x 3 credit hours x 2 students = \$360).

Scheduling Load:

The Department Chair will coordinate with faculty members to assign course load for the department. Load/overload assignments will be distributed over the course of a semester, taking into consideration a session off that will occur once/academic year for each full-time faculty member. Overload for a semester will pay out once an instructor meets load for the semester.

Session Off:

The Session Off benefit is designed to give full-time faculty rest, refreshment and time to pursue opportunities that might not fit during the rest of the academic year. If an instructor desires to teach during their Session Off, that is permissible, but not encouraged. The Department Chair and instructor will make these decisions at the department level.

Appeal Process for Additional Overload:

Under rare circumstances, a full-time faculty member may request to teach more than the standard 12 hours of load plus 6 hours of overload. If a full-time faculty member desires to teach more than 18 hours in a semester, an appeal must be submitted to the appropriate Department Chair. Once approved by the Department Chair, the appeal also requires approval by the respective Dean and the CAO.

TEACHING AGREEMENTS

Full-time Faculty and Permanent Part-time Faculty

Formal contracts are not issued, but faculty members must sign an Intent to Return letter each year, in the spring, which is an indication that they plan to teach the next year and that they agree with Calvary's doctrinal statement and positions. The academic year (fiscal year) is July 1-June 30.

Tenure

Calvary University does not offer tenure to faculty.

All full-time and permanent part-time teaching faculty are hired on a salary basis. Salary increments are determined by the CAO, based upon education, experience, length and quality of service, rank, and merit.

Extra Remuneration

When a faculty member is asked to teach more than the normal credit-hour load per semester (up to 6 additional credit hours for FT; up to 3 additional credit hours/week for PT), compensation is provided at the adjunct faculty rate. Any exception to this policy must be in writing and approved by the CAO.

Faculty who teach non-classroom courses (Directed Studies, Internships, Field Experience, etc.), may receive extra pay for those courses (unless needed to meet load).

College faculty who teach as adjunct in the Seminary/Graduate School and Seminary/Graduate School faculty who teach as adjunct in the College receive adjunct pay for specific courses, unless that class is needed to make load.

When faculty members speak at engagements, honorariums may be retained by the faculty member. Any special offerings for Calvary should be given to the Chief Financial Officer.

Adjunct Teaching Agreements

This agreement is issued by the Chief Academic Officer each semester to an individual who teaches on a semester basis, but no more than 12 credit hours per calendar week. Adjunct faculty must agree with and sign Calvary's doctrinal statement and positions.

Teaching Assistant Agreements

This agreement is issued by the Chief Academic Officer each semester with input by the department chair to an individual who teaches on a semester basis, but no more than 12 credit hours per calendar week. The CAO will take into consideration the TA's experience, training, and recommendations regarding a teaching assignment. The TA must agree with and sign Calvary's doctrinal statement and positions. The payout for classes listed on the Teaching Agreement will occur over the course of the session in which the class occurs.

Graduate Assistant Agreements

This agreement is issued by the Chief Academic Officer each semester, with input from the department chair or dean. It is issued to an enrolled CU student who teaches or assists at the university on a semester basis, but no more than 6 credit hours per calendar **week**. For Graduate Assistants whose load is based on responsibilities other than teaching a designated course, the standard is 20 hours worked per week is equivalent to 3 hours of tuition credit per session. This policy is in correspondence with the Carnegie Unit.

The Grad Assistant is paid the equivalent of what their tuition would be per credit hour in the graduate school or seminary. Books, room & board, student fees, etc. are not covered by this agreement. It is the responsibility of the GA to make arrangements with the Cashier regarding payment to their student account.

Each semester in which the Graduate Assistant is a CU student and works/teaches in the university, a contract will be drawn up to delineate courses taught, and/or other responsibilities, and how much money should be paid to his/her CU student account. The Graduate Assistant will be responsible for paying taxes on this money. Taxes will be withheld, and a W-2 form will be issued by Calvary University.

The GA must agree with and sign Calvary's doctrinal statement and positions. The GA also will provide proper documentation to the Academic Office so a GA personnel file may be created. Annually, the Graduate Assistant will complete required paperwork, which includes signing the FERPA acknowledgment, reading the updated sections of the Faculty Handbook and signing the acknowledgment statement.

Guest Instructor Agreements

This agreement is issued by the Chief Academic Officer each semester with input from the department chair. Guest Instructors are expected to be responsible to and work closely under the supervision of the department or program chair, teaching only the skills in their field of expertise. They must agree not to promote any teaching or philosophy that is not consistent with the institution's mission statement, Statement of Faith and Positions, and student guidelines.

FACULTY EVALUATION

Faculty Evaluation

The CAO will annually evaluate the Full-Time Faculty and the Permanent Part-Time Faculty.

Faculty/Course Evaluation

All courses are evaluated by students each semester using an approved Calvary Student Rating of Instruction (SRI) evaluation form. The SRI process is administered electronically at the end of each session.

SRI results will be tabulated twice per academic year. The results will be sent to instructors along with the Faculty Response Form.

The student comments and the Faculty Response Form will be reviewed by the CAO and filed in the Academic Office.

PROFESSIONAL FILES

A professional file on each faculty member is kept in the Academic Office. Personal and professional data, transcripts, and teacher/course evaluations are noted in this file. Faculty members must submit official copies of transcripts at the time of employment; additional official academic transcripts should be submitted as they occur. Faculty members may review the contents of their own file, provided that the file remains in the Academic Office at all times.

SEPARATION FROM CALVARY

Resignation

A faculty member who anticipates leaving Calvary should make that fact known in a letter of resignation to the Chief Academic Officer at the earliest possible date. Intent to Return Letters are distributed each spring. Failure to sign the letter will be understood as an indication of the intent to separate from Calvary.

Termination

See Employee Handbook [Termination](#) policy.

Appeal Process

See Employee Handbook [Appeal Procedures](#) policy.

Grievance Procedures

See Employee Handbook [Grievance Procedures](#) policy.

Benefits

See Employee Handbook [Benefits](#) policies.

Return of University Property

See Employee Handbook [Return of University Property](#) policy.

Exit Interview

Employees who have finished working at Calvary University will be asked to participate in an exit interview process. After completion of the digital Exit Interview form, the Director of HR will conduct a personal interview of the individual when possible. Employment suspended due to end-of-semester does not require an exit interview.

The Cabinet will review all exit interviews. Information in the exit interview will be considered confidential and used only for developing policies that help improve the Calvary work experience.

A copy of the exit interview will also be distributed to the department chair

GENERAL PROCEDURES SPECIFIC TO FACULTY

ACADEMIC FREEDOM

The faculty member has the responsibility to teach the truth about the subject he studies and should not deny any student the right to think without restraint about the problems that arise in any subject. The faculty member may exercise academic freedom within the limits prescribed by the Board of Trustees in the General Standards and Statement of Faith and Positions of Calvary.

CHEATING/ACADEMIC HONESTY

It is assumed that all students enrolled at Calvary have done so for the primary purpose of learning. As such, students are expected to refrain from those actions that contradict this purpose, and which would jeopardize their Christian character and testimony. Plagiarism is strictly prohibited, and academic cheating of any type will result in disciplinary action and may include dismissal.

Cheating includes, but is not limited to:

- Copying from another person's test paper
- Using concealed information during examinations
- Falsifying assignments
- Giving assignments to other students for the purpose of representing substantial portions as their own work
- Receiving an assignment from another person and representing substantial portions as their own work
- Giving information to another person during examinations
- Obtaining information from a student who has already taken the examination
- Submitting the same paper in more than one course

Cheating also includes plagiarism, which is defined as copying any part of a book or paper or content produced by artificial intelligence without identifying the source. This also includes taking another person's or entity's ideas or constructs and presenting them as your own.

Required class research papers must be original and not used for credit for any other class, (high school, college, or graduate/seminary), or resubmitted when retaking a course, without the professor's permission.

In the event of academic dishonesty, the following will be enforced:

- The first offense in a course will result in a failing grade for the item connected with the dishonesty.
- The second offense in the course will result in failing the course.
- Repeated offenses during the student's academic program will result in disciplinary action by the Academic/Curriculum Committee and/or the Student Affairs Office.

In each case of academic dishonesty, the faculty member is responsible to inform the Chief Academic Officer and the Dean of Students. The Dean of Students will counsel the student.

Summary of Civil and Criminal Penalties for Violation of Federal Copyright Laws

Copyright infringement is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act (Title 17 of the United States Code). These rights include the right to reproduce or distribute a copyrighted work. In the file-sharing context, downloading or uploading substantial parts of a copyrighted work without authority constitutes an infringement.

Penalties for copyright infringement include civil and criminal penalties. In general, anyone found liable for civil copyright infringement may be ordered to pay either actual damages or “statutory” damages affixed at not less than \$750 and not more than \$30,000 per work infringed. For “willful” infringement, a court may award up to \$150,000 per work infringed. A court can, in its discretion, also assess costs and attorney’s fees. For details, see Title 17, United States Code, Sections 504, 505.

Willful copyright infringement can also result in criminal penalties, including imprisonment of up to five years and fines of up to \$250,000 per offense. For more information, please see the website of the U.S. Copyright Office at www.copyright.gov.

CONFIDENTIALITY (FERPA & HIPAA)

All faculty must comply with relevant state and federal confidentiality laws, including the Family Educational Rights and Privacy Act (FERPA) and the Health Insurance Portability and Accountability Act of 1996 (HIPAA). Faculty members will have access to confidential student information and must annually sign that they have read the Calvary FERPA Fact Sheet.

All faculty will respectfully hold in confidence information received within their department or committees, whether about students or employees. When there is uncertainty as to whether or not something is confidential, assume it is. Careful discretion should be used in divulging any Calvary business.

CAMPUS RESOURCES

Library

See [Library](#) in the Services section of the Employee Handbook.

Clark Academic Center

The Clark Academic Center (CAC) is the hub for academic excellence at Calvary University. The CAC has two purposes. One is to assist students in becoming successful learners, which is accomplished through the support provided by student academic coaches during posted hours or by appointment. Students may participate in group or one-on-one sessions on time management, setting and achieving goals, study habits, writing skills, and subject specific tutoring. All students are encouraged to take advantage of this service to enhance their college learning experience.

The second purpose of the Clark Academic Center is to assist faculty in becoming successful teachers both in and out of the classroom. This is achieved by providing faculty members with training in the following areas as well as other areas of teaching as needed. Workshops are provided in designing a syllabus, writing effective outcomes (both for programs and student learning), designing appropriate assessments for measuring those outcomes, using Canvas (the Learning Management System used by Calvary) to create engaging and effective learning

experiences for students both in class and online, planning curriculum, and building affirming relationships with students.

The Director of Clark Academic Center supervises the CAC and is available to answer questions, provide group and one-on-one training for faculty, and facilitate student success in the CAC. In addition, the Director of the CAC serves as the Success Advisor for students struggling academically. It is the responsibility of all faculty to watch for students who may be struggling academically and when deemed appropriate to email student.success@calvary.edu. Sending this email will notify the Success Advisor and the Associate Registrar, so they can follow up with the student as needed. For students that need assistance beyond the oversight of these individuals, the Success Advisor will notify the Accommodations Support Coordinator (if appropriate) or a respective athletic coach (for an athlete).

DISABILITY SUPPORT SERVICES & SHORT-TERM ACCOMMODATIONS

Calvary offers reasonable disability support services to students with special needs in compliance with the Americans with Disabilities Act (1990) and Section 504. Once approved, the Accommodations Support Office (ASO) will contact the professor regarding his students' approved accommodations. See Professors on Board form.

Please remember – We must lawfully abide by all approved accommodations. This is not optional. In addition, ALL DSS information is protected information by FERPA. If you have questions, please contact the Accommodations Support Coordinator.

Separate from the disability support services available, some students may request accommodations for a short-term health condition (i.e., concussion with a defined set of limitations from a physician). Students must notify the Accommodations Support Office (ASO) directly to request these accommodations. The Accommodations Support Coordinator will ensure appropriate documentation is received and contact the professor regarding the student's approved accommodations.

ACCELERATED DEGREE OPTIONS – ADMISSION PROCESS

The University Catalog details the admission process for a student declaring an accelerated degree option as their major. The student declaring this major is granted provisional acceptance into the program until all prerequisites are completed and full admission is granted. The student may not begin graduate coursework within the accelerated degree option until full admission has been granted.

For the Department Chair or Program Director overseeing the accelerated degree option, responsibilities in this process include:

- Make available to students the accelerated degree option application form, which is to be submitted to the Department Chair/Program Director, with a copy submitted to the Registrar's Office.
- Verify the completion of requirements for admission to the program (some requirements will be verified via Populi, such as the student's GPA).
- Following the required interview, considering the student for full acceptance into the accelerated degree option, copy the Registrar and Associate Registrar on the written notification of acceptance or additional steps needed prior to granting full admission.
- Approval notifications should be submitted to the Registrar's Office by:

- October 1 - For students who should first register for graduate courses in the upcoming spring semester.
- March 1 - For students who should first register for graduate courses in the upcoming fall semester.

CLASS ATTENDANCE

As an institution, Calvary University does not take attendance. However, for purposes of the Carnegie Unit Worksheet, in-class attendance may be classified as an academic activity. If a professor considers in-class attendance as part of a course's grade structure, this policy should be clearly stated on the syllabus.

Course activity reports, verification that students begin and complete courses, are required reports each session, submitted to the Registrar's Office and the Financial Aid Office.

CLASS DISCIPLINE

The faculty member has the responsibility and authority to maintain proper decorum in the classroom. If serious discipline problems develop, the Chief Academic Officer should be consulted.

CLASS ROSTERS

Prior to the first meeting of classes, faculty members may access a roster of students for each class. Rosters within the Populi enrollment management system will be updated automatically as students add and/or drop classes.

CLASS SCHEDULE CHANGES AND EARLY DISMISSALS

Classes should begin and end promptly as scheduled, and rooms should be left in order. Any change in the class schedule or in a classroom assignment must be communicated to the Registrar and approved by the CAO. It is the faculty member's responsibility to notify your students of schedule changes via Canvas.

CLASS VISITORS

Students who wish to bring visitors to class must obtain permission from their individual professors. Visitors must sign in at the reception desk in the administration building before attending classes.

CLASSROOM USE - LAPTOPS & OTHER ELECTRONIC DEVICES

The use of laptops or other electronic devices in the classroom (including electronic Bibles) is up to the individual professor.

CLASSROOM-RELATED CORRESPONDENCE

Faculty will make every effort to respond to student classroom-related correspondence within three business days.

COURSE SYLLABI

A syllabus is required for each course, regardless of course format. Deadlines for syllabi submission will be given by the Academic Office. The deadline will provide adequate time for the syllabus to be uploaded to the CU website and allow the students to purchase their books before classes begin.

Syllabi are to be electronically submitted to the Academic Office by **February 10** for fall syllabi and **September 10** for spring and summer syllabi. Faculty are responsible for uploading their course syllabi into the CU learning management system (Canvas).

All syllabi should be formatted correctly, including a list of required and recommended (if applicable) books **WITH ISBN numbers and RETAIL PRICE**. The ISBN number and retail price are not required for the bibliography. See sample syllabus.

For courses taught multiple times during an academic year, course objectives and course textbooks should stay the same throughout the academic year. Department Chair approval is needed if requesting to change textbooks for the spring semester within the academic year.

Courses that will require ProctorU assessments for online students must list associated costs on the syllabi. See sample syllabus.

All syllabi must also include a Bible as a textbook statement, disability statement, plagiarism statement, writing style statement, and statement regarding The Clark Academic Center. See sample syllabus.

A Carnegie Hours Worksheet is required to be on file in the Academic Office for each course. See Credit Hour Policy and example Carnegie Worksheet.

COURSE TEXTBOOKS

Faculty select the texts for their classes. Faculty must select only appropriate level books for the University. Textbooks are required to be listed on the syllabus along with the ISBN number and retail price. All syllabi, with the requisite textbook information, must be posted online prior to the start of registration. Any exceptions must be approved by the CAO. If you are unsure when registration begins, please check the online calendar for the date.

For a course or subject that requires current data, textbook(s) should be published within the last five years.

CREDIT HOUR POLICY

Calvary University follows the Federal credit hour definition:

- An amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally established equivalency that reasonably approximates not less than:
 - One hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or
 - At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution, including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours.

In accordance with the Federal policy and Carnegie Units, one hour of credit is granted for each hour (50-minute period) a class meets per week for a 16-week time period, with a minimum of two hours of out-of-class student work per in-class hour.

Classes provided through alternative means of structures and delivery (such as “Accelerate”, modulars, 8-week sessions, or online) may differ in overall class length but will conform to the equivalent amounts of work.

Regardless of how they are offered, classes will be consistent in terms of purpose, scope, quality, assessment, and expected learning outcomes with other classes bearing the same course number and course title.

Students enrolled in classes delivered by an alternative means shall not be denied access to advisement, grievances, or other key academic rights and services, nor shall they be excused from the academic responsibilities expected of all students.

EXAMINATION PROCEDURES

Students are to take examinations or tests on the dates and times scheduled unless prior arrangements have been made with the course instructor. Faculty should inform students well in advance of major test dates.

Final Exam Schedule:

Final exams are given at the discretion of the professor at the end of each course.

EXPECTATIONS FOR USE OF CANVAS

With the goal of setting up our students for academic success:

Time-sensitive items:

- The course syllabus and a course shell are to be created in Canvas within one month of registration opening for the next semester (deadline of October 31 for spring and summer courses and deadline of March 31 for fall courses). The course shell includes syllabus, assignments, due dates, and module headers. The course must be “published” for students to view the items listed above.
- At least three weeks out from the beginning of the course, publish your course in Canvas, so students can view the syllabus and any communication concerning the course.
- Two weeks out from the beginning of the course, send your students a welcome greeting either by email or through announcements on Canvas. Alert them to any expectations you have for the first class meeting. [Communicate to your students that “announcements” must be activated for those to be received by the student.]
- Faculty are to check their course rosters in the days before class begins. Last minute schedule changes may change face-to-face (f2f) student and online student rosters.
- Course lectures are to be uploaded to our learning management system, Canvas, within 24 hours of presentation.

Canvas content/maintenance:

- Do not use the white board for content you **know** you will be teaching. Put this content into a PowerPoint slide show, which should be uploaded before class. This allows students to take notes on the slides during the lecture time. This would be appropriate for f2f students as well as online students.
- Assignments are to be posted to Canvas rather than be submitted via email or paper.

This allows students to verify the assignment was submitted, avoids potential for loss of assignments, decreases grading time through the use of Speed Grader, and facilitates use of Turn-It-In software to check for plagiarism.

- Faculty are not to adjust the start or end dates in course settings. This may affect students' ability to view or access course materials.
- Upload all handouts, PowerPoints, illustrations, additional reading, etc. into "Files" in Canvas. "Files" provides a central place for students to locate classroom support materials. Organize "Files" by using clearly labeled "Folders."
- Disable any unused Canvas features to make course navigation easier.
- Tests, quizzes, and fill-in handouts should be available in a digital format. Not all students have access to scanners.
- Mandated Canvas shell structure:
 - Home page is also syllabus page – Home page organizes assignments in chronological order.
 - Modules – Use a module for each week of an 8-week class.
 - Pages – Place the link(s) from recorded lecture(s) within Pages.
 - Announcements – List the URL link for livestreaming a course. If you will miss livestreaming a course (i.e., posting a recording instead), notify students via announcements.

Communication:

- Be proactive about communicating with online students. Lack of communication may cause students to feel left-out or ignored.
- Review your course and, especially, videos through the eyes of your students. What do students see or hear when watching your videos? How are you including online students during the class time?

FACULTY ABSENCES

Faculty are asked to call or email the Academic Office to report they will be absent. Students are required to wait 10 minutes before leaving if a teacher fails to show up. Absence from class due to professionally related activities should be noted in writing to the CAO, the appropriate Dean, and the appropriate Department Chair/Program Director, along with a brief description of the reason for the absence and the activity of the class while the teacher is gone (email is fine). No appointments that conflict with classroom attendance should ever be accepted without first receiving permission from the CAO.

FIELD TRIPS

Field trips must be cleared with the CAO at least two weeks before the projected date.

GRADE RECORDS

Faculty will make every effort to grade assignments within two weeks of assignment due date. NOTE: First week assignments should be graded ASAP so students can get an immediate sense of whether they are doing assignments correctly.

Faculty members are required to record grades in Canvas.

The final grade earned by each student officially enrolled in the class must be entered in Populi, by the date communicated from the Registrar's Office.

GRADING SCALE

(See University Catalog)

GUEST SPEAKERS

Faculty members may not authorize anyone to conduct classes in their absence without first consulting with their department chair and then obtaining permission from the CAO. Guest speakers are not given honorariums or remuneration other than a free lunch ticket for the Dining Hall.

PROTOCOLS – ALL FACULTY

Calvary Email Accounts

Each faculty member is given a Calvary email address. It is important to check your email often as most notifications/meeting time changes, etc., are communicated via email.

Faculty ID's/Library Cards/Keycards

Each on-campus faculty member (full-time, part-time, adjunct) is provided an employee ID card. This ID also serves as your library card and keycard for accessing campus buildings (and one's assigned office for full-time and part-time faculty).

Other Adjuncts, Teaching Assistants, and Grad Assistants may obtain a library card through the IT department.

PROTOCOLS – ON CAMPUS FACULTY

Faculty Offices

Each full-time faculty member is assigned an office by the Chief Academic Officer. Adjunct faculty members will often share an office with another adjunct faculty member. Faculty offices are equipped with computers and telephones. See [Office Protocol](#) in Employee Handbook for expectations concerning phone usage, voice mail, etc.

Keys

Note: The term "key" refers to both hard (metal) keys and key cards unless otherwise noted.

The Executive Assistant to the Chief Academic Officer will notify the Human Resources office when a faculty member needs to be assigned a key(s).

Transferring a key directly from one person to another is strictly prohibited.

Also see the Employee Handbook [Key Management Policy](#) for more specific information.

Mail Services

Each faculty member is provided with a mailbox in the mailroom of the administration building. Each faculty member is responsible for checking his mailbox. Also see Employee Handbook [Services](#) for more specific information.

Maintenance

See Employee Handbook [Maintenance](#) for details concerning placing Maintenance Work Orders.

Any problems with the copiers in the east education building should be reported to the IT department. Copier breakdowns in the administration building should be reported to the Receptionist at the front desk.

REQUEST TO COMPLETE COURSEWORK/INCOMPLETE

Refer to the University Catalog for detailed information regarding this policy.

WHERE TO FIND NECESSARY FORMS

The following forms can be found in the Registrar's Office and in the Academic Advisors' offices:

- Application for Degree (Undergraduate)
- Application for Degree (Graduate)
- Course Substitution
- Declaration of Major
- FERPA Information
- Grade Change
- Directed Study Course
- Leave of Absence
- Legacy Course
- Personal Enrichment Course
- Reason for a Failing Grade – "F" grades
- Repeating a Course – only for "D", "F", "AF", and "WF" courses
- Request to Complete Course – "I" grade
- Transcript Request
- Withdrawal Information

GENERAL FACULTY RESPONSIBILITIES

ATTENDANCE OF UNIVERSITY EVENTS

All-Calvary Faculty/Staff In-Service

The All-Calvary Faculty/Staff In-Service is designed to provide a unified and informed beginning to the academic year. The Faculty/Staff In-Service is held prior to the beginning of Fall Session 1. Attendance for the entire day is required by all full-time faculty; please arrange your schedule accordingly. Permanent part-time and adjunct faculty are highly encouraged to attend.

Faculty In-Services

In addition, a Faculty In-Service is held prior to the beginning of Fall Session 1 and another Faculty In-Service is held during the week prior to the start of the spring semester. Every effort is made to schedule these at times when faculty are not teaching, so that faculty are available to attend these In-Services in person.

Academic Ceremonies

Full-time faculty members are expected to participate in all academic ceremonies. Permanent Part-Time and Adjunct faculty are invited, but not required, to participate.

Special Calvary Functions

Faculty are expected to attend the dinner and reception for new students in the fall, as well as the commencement exercises in the spring.

Faculty are encouraged to attend student socials, athletic events, and musical and theatre programs.

Special Events

The Spiritual Emphasis Week and the Conference on Global Engagement are considered part of the academic year. Faculty members should not be absent during these days without making prior arrangements with the CAO.

ACADEMIC REGALIA

Calvary will purchase academic regalia for commencement for faculty who do not have their own. Faculty are expected to maintain regalia in good condition and return it to the Registrar's Office if they end their employment with Calvary. If any regalia problems exist (worn, torn, etc.), faculty members are expected to contact the Registrar's Office.

ACADEMIC ADVISING/EARLY REGISTRATION

It is recommended that students meet with an academic mentor or advisor prior to registration for their next semester of classes. For regulations regarding student classification, student load, late registration, changes in registration, repeating a course, and withdrawal from classes, the University catalog or the Registrar's Office should be consulted. If a department is making changes that will affect advising, the Program Director or Department Chair should communicate the updates to the Associate Registrar.

ACADEMIC MENTORING/STUDENT COUNSELING

Full-time and permanent part-time faculty are responsible for academic mentoring and student counseling. Full-time faculty are also expected to serve in advisory capacities to

classes, campus groups, and student organizations. The Academic Advising Manual is located in Faculty/Staff OneDrive and should be consulted when mentoring students.

CLASS SPONSORS

Class sponsors are expected to guide, not direct. In many instances, it will be sufficient to simply be thoroughly informed. Leadership, as far as possible, should be left in the students' hands.

One month prior to an event, the sponsoring class should give all information regarding the event to their sponsor for his approval and also that of the President's Cabinet.

The sponsor will approve the specifics of the event (price of tickets, etc.). The Chief Operating Officer will approve the banquet site and price, contracts, etc. The Music Department Chair will approve any music.

The sponsor should:

- Be present at appropriate meetings. Be aware of what the class is doing and what they are planning to do.
- Preside at the first freshman class meeting of the academic year and inform the class of the role of the sponsor. One purpose of the first meeting is to elect class officers. The President of Student Senate is to conduct the election of officers and give an overview at this meeting.
- Be present at activities for which the sponsor's class is responsible or let the Student Affairs Department know that a substitute is necessary for a particular activity.
- Inform the President's Cabinet, via the Chief Academic Officer, and receive approval from them for class events.
- Keep a close check on all expenditures and have the facts before co-signing any request for withdrawal of funds. The sponsor is ultimately responsible for all money spent by the class and should keep a close watch on all of the finances. The sponsor should also be aware and inform the students that any request for withdrawal of funds (i.e., to spend money) must be done through the proper paperwork which includes getting approval to spend "on paper" and allowing a 2-week processing time.
- Ensure that the secretary keeps a complete file of minutes and correspondence and that this file be submitted with the treasurer's file (budget, correspondence, etc.) to the sponsor's office before the close of school in May.

The responsibility of each officer is:

Class President: Be a member of Student Senate; chair all class meetings; encourage constructive class activities; and may appoint committee chairpersons from within the class.

Class Vice President: Perform duties of class president in his absence.

The functions of Class Officers:

- Conduct as many meetings as necessary to perform class senate functions.
- Receive recommendations from the Student Senate and present recommendations to the Student Senate.
- Organize class projects and properly handle the class financial budget with the help of the executive treasurer.

Every class is responsible for fundraising. Each class also has specific responsibilities:

Freshman Class: Plan and execute the Winter Social

Sophomore Class: Plan and execute the Fall Social

Junior Class: Plan and execute the Spring Banquet

- The Spring Banquet is the largest event that each class is responsible for during their time at Calvary.
- The class needs to know from the beginning that the cost will require fundraisers starting their freshmen year and that planning must begin sophomore year.
- Special considerations are the photographer, a location, a caterer, decorations, a theme, tickets, entertainment, speaker, music, parking, and cost.

Senior Class: Prepare and present the senior gift; suggest the baccalaureate speaker.

- Suggestions for baccalaureate speaker should be given to the CAO for Cabinet approval by the end of the fall semester.
- Fathers of graduates should be considered first as baccalaureate speakers.
- The CAO will send a letter of invitation and make arrangements for the speaker.
- The senior gift recommendation should be given to the Chief Academic Officer by Spring Break in order to receive Cabinet approval.

COMMITTEES

All full-time faculty are expected to serve on committees (faculty are occasionally also assigned to serve on ad hoc committees). Committees receive their authority and responsibilities from the administration and the faculty. Committee chairs are appointed by the CAO and are directly responsible to him. The committee must make a recommendation to the CAO to change policy or appeal an exception to existing policy.

See committee guidelines for a complete list of faculty committees. Minutes of all committee meetings are to be filed in the Academic Office within one week of the meeting (via email). The President and the CAO are ex officio members of all committees.

The process of accreditation also requires periodic meetings. When called by the Accreditation Coordinator, these meetings are required for all full-time faculty. Permanent part-time and adjunct faculty are encouraged to attend.

COURSE DELIVERY GUIDELINES – ACCELERATE, MODULARS, DIRECTED STUDIES

Accelerate Courses & Modular Courses

Definition of terms:

Accelerate courses – Summer Session 1 tends to be a shorter (less than eight week) session and may include up to three “Accelerate” sessions. Each “Accelerate” course includes a week-long intensive set of lectures, as well as assignments, which are due throughout the session.

Modular courses – Modular courses are typically scheduled during an eight-week session, with intensive days/evenings of lectures scheduled on specific days of the session, rather than the lectures occurring on a weekly rotation throughout the session. Assignments are due throughout the session.

Structure of assignments:

Pre-work is due during the first two weeks of an Accelerate or Modular course; post-work is due during the last two weeks of the course. Faculty may schedule additional course

assignments throughout the duration of the session. All assignments should be completed by the final day of the session.

Requests for additional time:

In accordance with standard policy for all courses, a student needing additional time to complete a course may submit a Request to Complete Course form to the Registrar's Office. Refer to the University Catalog for detailed information regarding this policy.

Directed Study Guidelines

Calvary University provides the service of directed studies for certain students experiencing scheduling conflicts. A student can receive permission to do a directed study if certain procedures and guidelines are followed. In order to receive permission, a form from the Registrar's Office must be filled out.

Legitimate reasons for pursuing a directed study course include scheduling conflicts created by the University (such as cancelling a course or changing the meeting time for a course) or when the student experiences a crisis or circumstance beyond the student's control.

Reasons not considered legitimate include employment conflicts, preferring Bible or other courses rather than following University procedures, or failing to enroll in courses according to the prescribed sequence and therefore ending up short when it's time to graduate.

Guidelines for the Directed Study:

- A Directed Study may be done for a regular course, for additional credit hours for a course, or for a course that is substituted for another course.
- The minimum requirement for the amount of work is two hours of work for every hour of class work.
- The study is under the direct supervision of the instructor.
 - The instructor provides a syllabus, and he and the student agree as to the form of the study and all requirements and deadlines.
 - A Directed Study course must have a beginning date and an end date.
- All deadlines in the study agreement are to be met by the student and a grade submitted by the instructor to the Registrar's Office within a normal semester of study.
- Students taking a Directed Study course during their final semester may not be cleared for graduation unless the course is completed, and the official grade form is signed and submitted to the Registrar's Office by the instructor by the deadline date.

If a professor writes a Directed Study course and the student decides not to take it, the professor will be paid \$100 for writing it. If the student follows through and takes the course, the professor will be paid the normal rate for administering a Directed Study.

DESK COPIES

Faculty are to submit requests for desk copies directly to the publisher. In the event that the publisher does not provide a free desk copy, the instructor may purchase the book and then request a check for reimbursement following the usual procedures for check requests. This applies only to textbooks or books used in the classroom for required reading.

FINANCIAL PROCEDURES

Budget Preparation & Control

Each spring, the President's Cabinet finalizes a proposed budget for each fiscal year. The preparation of this budget starts immediately after the beginning of the second semester of each academic year. Each Department Chair/Program Director should electronically submit, to the CAO's assistant, a next fiscal year budget using the template provided. After approval by the President, expenditures must be kept within the approved budget. Budgeted items can be requested via a Purchase Requisition form (PR) and will be approved if funds are available. A 5-year plan for budget requests, according to the process outlined in the Strategic Implementation Plan, should be submitted as requested in February. If approved, 5-year plan requests will be included in the budget.

Each month, the Business Office will provide the departmental financial report for the preceding month to the CAO. A copy of this report will be given to the deans for review and distributed to department chairs.

Fundraising Allocation & Use Policy

Departments that wish to hold a fundraising event or initiative may do so with the approval of the Chief Development Officer and respective Vice President, and in coordination with the Development Department.

Funds raised will be allocated as follows:

- 30% will go directly to the General Fund;
- 70% will be deposited into a Department account created as a "savings account" for the respective Department.
 - Departments may access those funds for any purpose, at any time, with the approval of the Chief Financial Officer and respective Vice President, by use of a credit card connected to that account and following normal procedures for P.R.'s and receipt accountability.
- Donations that are entirely designated for use within the Department will be allocated entirely for use within the specified Department. The 70/30 rule will not apply.

Sales Tax

Calvary is a tax-exempt business, and, in most cases, purchases should not include sales tax. (Some states do not allow sales tax exemption for Calvary at all; other states only exempt certain purchases.) Before making purchases or traveling out of state, contact the Accounts Payable Office to get tax exemption letter(s) to use. Sales tax will not be reimbursed unless the purchase was truly taxable in that situation. If item(s) are purchased that could have been tax exempt, any sales tax charged will not be reimbursed.

FACULTY MEETINGS

Faculty meetings and Faculty/Staff meetings are regularly scheduled. Full-time faculty are required to attend the meetings. All absences from these meetings must be approved in advance by the appropriate Dean.

In the regular Faculty Senate meeting, a quorum is necessary in order to conduct business. Items will be passed by majority vote. Generally, for an item to come to the faculty for discussion and vote, the following procedure will be observed:

- Discussion of the item by the appropriate committee* resulting in a committee* recommendation (motion) to the faculty.

- Recommendation is submitted in writing to the Faculty Senate President by the communicated deadline prior to the Faculty Senate meeting, and copies distributed to faculty members before the meeting.
- The recommendation is placed on the Faculty Senate meeting agenda and brought to the faculty for discussion and vote.
- Faculty decisions that effect major change needing Board approval are recommended to the President's Cabinet and/or Board of Trustees for final ratification.

Minutes from Faculty Senate meetings must be submitted to the Academic Office after approval.

*Obviously, there will be times when items will be brought by an individual without committee activity (particularly for curricular changes). In such cases, the faculty member should obtain Department Chair approval and communicate with the Faculty Senate President prior to the Faculty Senate meeting for inclusion on the agenda.

GUIDELINES FOR CURRICULAR CHANGES

Curricular changes may be made within the guidelines delineated by accreditation standards. A worksheet is available for Department Chairs to use to track the curricular changes approved since the last HLC accreditation visit.

For curricular changes to be effective for the next academic year, the review and approval process (both Faculty Senate and ACC) must be completed by the second ACC meeting in May. Please plan accordingly.

Guidelines for New Courses

The following guidelines will be used to aid in course development by the faculty and assessment by the Academic Curriculum Committee.

Process

New courses are submitted to the Faculty Senate for input and approval concerning curriculum concepts and then presented to the ACC at a regular or special meeting with a quorum present. The ACC has responsibility to ensure quality control, based on knowledge of industry standards. Approval of new courses will be consistent with the standards outlined on the New Course Development Request form, the Carnegie Unit Worksheet, Guidelines for Developing Course Levels and Sample Syllabus – all documents available for reference in the Faculty Handbook Appendix.

Guidelines for Course Changes

Changes to course descriptions, pre-requisites, suspension of courses need approval by the Faculty Senate prior to submission to the Academic Curriculum Committee for review.

Guidelines for New Academic Programs

See Appendix for the [New Program Proposal form for the Development of Curricular and Cocurricular Programs and Events](#). This form contains a comprehensive list of guidelines to follow to propose a new academic program. The form also includes the required reviews that will be needed for approval of a new academic program.

Process

The Academic Curriculum Committee (ACC), in coordination with the Faculty Senate, is the academic decision-making body regarding approval, review, and regulation of programs within the University. New program proposals will be submitted first to the Faculty Senate to receive input and approval concerning curriculum concepts and then to the ACC at a regular or special meeting with a quorum present. The ACC has responsibility to ensure quality control, based on knowledge of industry standards.

Guidelines for Program Changes

Faculty wishing to change existing programs will prepare documentation and follow processes according to the [New Program Proposal form](#) in the Employee Handbook and submit a [25 Percent Rule Form](#).

INTELLECTUAL PROPERTY POLICY

(Approved by the Calvary University Cabinet on July 8, 2020)

I. INTRODUCTION

Calvary University is dedicated to teaching and to the pursuit of knowledge. While the primary focus of these activities is to lead students to lives of leadership and service, Calvary University recognizes that the creation of Intellectual Property (as defined in Section II below) will be a natural outgrowth of activities within the Calvary University community. For this reason, Calvary University has adopted this Intellectual Property Policy (the "**Policy**") to set forth the rights and obligations of Calvary University and its Members (as defined in Section II below) with respect to all Intellectual Property.

The goal of this Policy is to ensure that Intellectual Property created by Members is utilized in ways most likely to benefit Calvary University and the public. Calvary University seeks to assist its Members in properly disclosing all Intellectual Property that they create, in complying with applicable laws and formal agreements, and in gaining the protection available under laws governing patents, copyrights and other intellectual property rights. Likewise, Calvary University seeks to ensure that commercial benefits are distributed in a fair and equitable manner that recognizes both the contributions of the Members and the interests of Calvary University.

II. DEFINITIONS

As used in this Policy, the following capitalized terms have the following meanings:

- "**University Owned Intellectual Property**" means all Intellectual Property other than Member-Owned Intellectual Property.
- "**Committee**" means the Intellectual Property Advisory Committee of Calvary University.
- "**Intellectual Property**" means any software, research, article, study, photograph, painting, literary work, musical work, theatrical work, invention, formula, process, discovery, development, design, innovation or improvement (whether or not patentable or registrable under copyright statutes) made, conceived, developed or first actually reduced to practice by a Member solely or jointly with others, during the period in which the Member is (i) employed by Calvary University, (ii) enrolled as a student at Calvary University or (iii) engaged by Calvary University to provide any services as an independent contractor.
- "**Member**" means a member of the Calvary University community, including all faculty, staff, students and independent contractors of Calvary University.
- "**Member-Owned Intellectual Property**" has the meaning set forth in Section V

below.

- “**Policy**” has the meaning set forth in Section I above.
- “**President**” means the President of Calvary University.
- “**Separate Agreement**” means an agreement, grant or other document that (i) contains terms and conditions governing the use and ownership of Intellectual Property and (ii) is binding upon Calvary University. In order for a Separate Agreement between Calvary University and a Member to be binding on Calvary University, the Separate Agreement must be signed by the President. ***[Commentary: A Separate Agreement could be an agreement between Calvary University and a corporation pursuant to which the corporation provides resources in exchange for the ownership rights in all intellectual property created using such resources. Another example would be an employment agreement between Calvary University and an employee that sets forth the ownership rights with respect to intellectual property created by the employee.]***

III. APPLICABILITY OF THE POLICY

All Members are subject to the terms and conditions of this Policy. This Policy sets forth the rights and obligations of Calvary University and its Members with respect to all Intellectual Property. However, Calvary University will from time-to-time enter into Separate Agreements which govern the use and ownership of Intellectual Property. In such cases, if any term or condition of any Separate Agreement conflicts or is inconsistent with any term or condition of this Policy, then the conflicting or inconsistent term contained in the Separate Agreement shall govern and control.

IV. OWNERSHIP RIGHTS OF CALVARY UNIVERSITY

Calvary University shall be the sole and exclusive owner of all right, title and interest in and to all University Owned Intellectual Property, and no Member shall have any right, title or interest in or to any University-Owned Intellectual Property. As owner, Calvary University shall have sole authority to exercise all rights available with respect to any University-Owned Intellectual Property, including, without limitation, negotiating and entering into agreements for the sale or license of the University-Owned Intellectual Property and obtaining copyright, trademark or patent protection for the University-Owned Intellectual Property. No Member shall sign any agreement which purports to abrogate any of Calvary University’s rights and interests as stated in this Policy or as provided in any Separate Agreement.

V. OWNERSHIP RIGHTS OF MEMBERS

All right, title and interest in and to all Member-Owned Intellectual Property (as defined below) shall be solely and exclusively owned by the Member who made, conceived, developed or first reduced to practice the Member-Owned Intellectual Property. However, Calvary University shall have a non-exclusive, perpetual and royalty-free license to use all Member-Owned Intellectual Property for internal instructional, educational and administrative purposes, including, without limitation, for satisfying requests of accreditation agencies for authorized syllabi and course descriptions.

For purposes of this Policy, “**Member-Owned Intellectual Property**” means any of the following Intellectual Property:

- A. Any Intellectual Property created by a faculty member or student of Calvary University that does not fall within one of the following categories:
 1. Intellectual Property that is patentable (or potentially patentable) or that reasonably could (or potentially could) be used for a commercial purpose.
[Commentary: Examples of work that are not intended to fall within

this category are lecture notes, scholarly articles, books, artwork, and musical and theatrical works. In addition, unpatentable laboratory work, software and databases that are used primarily for educational or research purposes and that cannot reasonably be used for commercial purposes are not intended to fall within this category. Finally, faculty and student websites that are used for educational or research purposes, and not commercial purposes, are not intended to fall within this category.]

2. Intellectual Property that is specifically directed, commissioned or sponsored by Calvary University. [Commentary: Examples of work in this category is the output of a faculty member in the routine production of course materials for assigned courses, materials produced as part of a committee, or on special assignment such as an assignment to write a history of Calvary University.]
3. Intellectual Property that is more integral to, and reflects more directly on, the identity of Calvary University than on the identity of the individual(s) who create them. ***[Commentary: Examples of work in this category are Calvary University's website, alumni bulletins, admission materials, fundraising materials, catalogs and magazines. Also included in this category are works which prominently use the Calvary University name or any image, trademark or logo of Calvary University. However, simply identifying the author of a book as a Calvary University professor or using the Calvary University global cross logo in a presentation or talk would not be considered a prominent use of Calvary University's name.]***
4. Intellectual Property that is created using substantial resources of Calvary University. [Commentary: Use of "substantial resources" requires resources of a degree or nature not routinely made available to all faculty. For example, providing a faculty member with his or her own dedicated lab space or extended IT support from a staff member would be considered use of substantial resources. However, ordinary use of computers or library resources or use of a departmental lab space that is available to all department members would not be considered use of substantial resources.
If a student assists a faculty member in creating any Member-Owned Intellectual Property, then, as between the student and faculty member, the faculty member shall have all rights with respect to such Member-Owned Intellectual Property.

[Commentary: Section V.A is based on Calvary University's belief that, as a general rule, faculty and students should own their scholarly works. However, Calvary University believes that it should own scholarly works that are patentable (or otherwise have commercial applications), commissioned by Calvary University, created using substantial resources of Calvary University or are associated more with Calvary University than the creator.]

- B.** Any Intellectual Property that a non-faculty or non-student employee of Calvary University develops on his or her own time, without using the funds, equipment, supplies, facilities or trade secret information of Calvary University, unless such invention relates at the time of conception or reduction to practice to: (i) the business of Calvary University, (ii) the actual or demonstrably anticipated research or development of Calvary University or (iii) any work performed by the employee for Calvary University. ***[Commentary: Section V.B is based on Calvary University's***

belief that ownership rights in Intellectual Property created by non-faculty and non-student employees should in general be consistent with the intellectual property policies of commercial enterprises.]

- C. Any University-Owned Intellectual Property the ownership rights of which Calvary University has agreed in writing to release pursuant to Section VIII.

VI. DISCLOSURE OF UNIVERSITY-OWNED INTELLECTUAL PROPERTY

When a Member makes, conceives, develops or reduces to practice any non-curricular University-Owned Intellectual Property, the Member shall (i) promptly file a report with the Chairperson of the Committee on the form designated by the Committee, (ii) provide such other information and cooperation regarding the University-Owned Intellectual Property as is requested by the Committee, and (iii) if requested by the Committee, execute and deliver such agreements, forms and documents as are necessary to fully transfer and assign to Calvary University all right, title and interest in the University-Owned Intellectual Property. Without the prior written approval of the Chairperson of the Committee, no Member shall disclose any non-curricular University-Owned Intellectual Property to any person or entity, including, without limitation, publishing any University-Owned Intellectual Property or any summaries, conclusions or findings related thereto.

VII. REVENUE SHARING

Calvary University will share the Net Revenue (as defined below) it receives from an item of University-Owned Intellectual Property created by a Member that has commercial value as follows:

<u>Net Revenue*</u>	<u>Member</u>	<u>Member's Department</u>	<u>Calvary University</u>
First \$5,000	100%	0%	0%
\$5,001 - \$50,000	40%	10%	50%
Over \$50,000	30%	10%	60%
* " Net Revenue " means the revenue received by Calvary University from the commercialization of the University-Owned Intellectual Property, less all costs and expenses incurred by Calvary University in connection with the University-Owned Intellectual Property, including, without limitation, legal fees, filing fees, licensing agent fees, consultant fees, accountant fees and out-of-pocket expenses.			

This Section VII is subject to the following conditions:

- A. If a Member is not associated with a department, then the Net Revenue share that otherwise would have been distributed to a department will be distributed to Calvary University.
- B. The departmental share may be used for equipment purchases, research and instructional activities, and other purposes approved by the Chief Academic Officer, but it may not be used to create or support permanent faculty positions.
- C. If multiple Members create University-Owned Intellectual Property, then the Members will be expected to agree among themselves on the fractional distribution of each Member's share of any royalties. If the Members are unable to agree on how to share their distribution of royalties, then the President will decide the matter based on a recommendation of the Committee and such decision shall be binding on the Members involved. The Members shall sign a written agreement, in form and substance acceptable to Calvary University, specifying the fractional distribution of their share of royalties. The Member's share will continue even if he or she leaves Calvary University.
- D. Members may arrange for their personal share to be retained by Calvary University (e.g., to support their research).

VIII. REQUEST FOR CALVARY UNIVERSITY TO RELEASE ITS OWNERSHIP RIGHTS

At any time after a Member has disclosed an item of University-Owned Intellectual Property in accordance with Section VI above, the Member may file a written request with the Chairperson of the Committee requesting that Calvary University release its ownership rights in the University-Owned Intellectual Property. Provided the Member timely provides the Committee with all requested information and cooperation, the Committee will notify the Member in writing within 90 days after receipt of the release request of the Committee's decision whether to release Calvary University's ownership rights in the University-Owned Intellectual Property. If the Committee does not notify the Member of the Committee's decision within such 90-day period, then the Committee shall be deemed to have agreed to the Member's request for Calvary University to release the University-Owned Intellectual Property. If the Committee decides to release Calvary University's ownership rights in the University-Owned Intellectual Property, then, as a condition to the effectiveness of the Committee's decision, (i) the President must execute a document agreeing to release Calvary University's ownership rights in the University-Owned Intellectual Property and (ii) the Member must execute a document, in form and substance acceptable to Calvary University, whereby the Member agrees to pay Calvary University ten percent (10%) of all revenues and other monetary or financial consideration resulting from the University-Owned Intellectual Property.

IX. ADMINISTRATION OF THE POLICY

The administration of this Policy shall reside exclusively with the Committee. The President shall have the sole power and authority to appoint, remove and replace Committee members. The Committee shall consist of at least five (5), but no more than ten (10), members. Unless the President decides otherwise, the Committee shall consist of (i) the Chief Academic Officer who will be the Chair, (ii) two (2) faculty members and two (2) students (faculty and students will be representative of the intellectual property at issue), (iii) a representative from the Library, (iv) the Director of Information Technology services, (v) consultation with Calvary University's legal counsel. The Committee's responsibilities will include:

- Reviewing intellectual property issues affecting Calvary University, including periodic review of this Policy;
- Evaluating the patentability and commercial or other value of submitted University-Owned Intellectual Property;
- Determining a course of action for legally protecting and commercializing submitted University-Owned Intellectual Property; and
- Ensuring that all sales and licensing of University-Owned Intellectual Property are implemented to bring the University-Owned Intellectual Property to the public while securing financial reward for Calvary University and its Members.

The Chairperson of the Committee shall report to the President. Calvary University's attorney shall be consulted on all legal matters pertaining to this Policy.

X. DISPUTE PROCEDURE

If a dispute exists as to whether Intellectual Property is Member-Owned Intellectual Property or University-Owned Intellectual Property, then an ad-hoc committee shall be formed (the "**Dispute Committee**"). The Dispute Committee shall consist of (i) the Member who created the Intellectual Property in dispute (or, if more than one Member assisted in the creation, one Member designated by all Members who assisted in the creation), (ii) a person designated by the President, and (iii) a person jointly designated by the Member and the President's designee. The decision of the Dispute Committee shall be final and binding on the Member(s) who created the Intellectual Property in dispute and Calvary University.

XI. USE OF CALVARY UNIVERSITY NAME AND MARKS

Calvary University owns or has a proprietary interest in any trademark, service mark or other distinguishing mark (collectively, "**Marks**") that represents or identifies Calvary University, its programs, or its services, including, without limitation, the name, seal and logo of Calvary University. Unauthorized use of the Marks is prohibited. Members shall only use the Marks in accordance with Calvary University's policies regarding the use thereof.

XII. USE OF STUDENT AND FACULTY IMAGES

Except to the extent prohibited by law, Calvary University may use images of Members without consent and faculty may use images of students without consent.

XIII. AMENDMENTS TO THE POLICY

This Policy may be amended at any time by the Calvary University Cabinet. However, any amendment to this Policy shall not affect the rights and obligations of Calvary University and the Members with respect to any University-Owned Intellectual Property disclosed in accordance with Section VI prior to the effectiveness of any such amendment. An amendment to this Policy shall become effective thirty (30) days after the earlier of the date that (i) the amendment has been posted on Calvary University's website, (ii) a revised Policy incorporating the amendment has been posted on Calvary University's website, or (iii) Calvary University has informed (via email or otherwise) its Members of the Policy amendment.

LIBRARY REQUISITIONS

The Librarian will order all library materials, and the faculty are expected to requisition books and materials that will enhance their teaching areas. Requisition forms can be furnished by the library for faculty use upon request. These forms should be completely filled out to prevent delays in ordering. The requisitions should then be submitted to the library. The book budget for the year will be allocated by the Librarian in consultation with the Library Committee and the President's Cabinet. Purchases of faculty requests will be made by the library according to the limit of the library budget.

LIBRARY RESERVE BOOKS

Faculty members may place on reserve library books that will be used widely by a class. This is done at the beginning of each semester through consultation with the Librarian.

OFFICE HOURS***Faculty***

Faculty members should be available to the students as much as possible. Instructors should set aside office hours each day and post those hours outside their offices using the template provided. A copy of this schedule is to be posted to the faculty member's office door for each session, and an electronic copy should be forwarded to the Academic Office as well.

NOTE: During any session that a faculty member is teaching, it is required that they spend at least eight hours per week in their office.

Faculty Administrators

See Employee Handbook [Office Hours](#) for expectations of Faculty Administrators.

PROFESSIONAL RELATIONS

Please note: These Professional Relations should not be interpreted as attempting to stifle individuality, originality, initiative, or personal freedom.

Relations with Christians and Churches

- The faculty member will be a regenerated, Spirit-controlled person who sees teaching as an opportunity for Christian service.
- The faculty member will attempt to maintain and develop a sound spiritual life by means of continuing prayer, Bible study, and witnessing.
- The faculty member will associate himself with a fundamental church whose doctrine is compatible with that of Calvary and will loyally attend, support, and serve that church.
- The faculty member will endeavor to be Christlike in thought, word, and deed so that he will give no cause for shame to Christ, the church, Calvary, or colleagues.

Relations with Students

- The faculty member will attempt to keep himself spiritually, intellectually, and physically fit in order to give his best to his students.
- The faculty member will recognize the welfare of the students as a primary consideration and obligation. He will give counsel with a view to the best interests of students. He will not take advantage of the students.
- The faculty member will be just and impartial, yet sympathetic, friendly, and courteous, recognizing students' individual differences.
- The faculty member will not impose his personal economic, political, or theological views on his students; rather, he will grant to them the same freedom of discussion and opinion which he cherishes for himself.
- The faculty member will hold information about students in confidence except when it should be disclosed to the proper authorities for the purpose of maintaining Calvary's standards or safety.
- The faculty member will not tutor any Calvary students for extra remuneration, unless approved by the President's Cabinet.

Relations with Colleagues

At Calvary

- The faculty member will support and loyally put into effect the policies of Calvary.
- The faculty member will accept full responsibility for what he says and does.
- The faculty member will give loyal support to associates and colleagues.
- The faculty member will be prudent and gracious when giving constructive advice.
- The faculty member will give due credit and praise for the accomplishments of others.
- The faculty member will hold in confidence personal information about his associates.
- The faculty member will refrain from interference in relations between a colleague and students unless the colleague asks for aid.
- The faculty member will never undermine the character or work of a colleague directly or by implication.

In the Teaching Profession

- The faculty member will seek to maintain the dignity and integrity of his profession by upholding high standards and refraining from unprofessional and unchristian attitudes

and practices.

- The faculty member will broaden his teaching ability and seek mastery in his teaching field by continued study, research, travel, and application of new methods.
- The faculty member will affiliate with professional groups seeking to raise the standards of the profession insofar as this will not compromise Christian principles.
- The faculty member will choose textbooks or other needed class materials on the basis of value to the student.

Relations with the University Administration

- The faculty member will work loyally with the administration in the achievement of the mission, purpose, and objectives of the institution as set forth in the catalog.
- The faculty member will conduct each class session, or if unable to do so, will notify the CAO, in accordance with the process found in the handbook.
- The faculty member will seek to honor all requests from the CAO relative to academic affairs necessary for smooth administration procedures and accurate records.
- The faculty member will keep proper records of class attendance and grades and make requested reports promptly.
- The faculty member will hold information received in faculty and committee meetings in confidence and will use discretion in divulging any Calvary business.
- The faculty member will seek academic promotion only on the basis of merit and not by self-advertising or seeking offers elsewhere as a means to force increased prestige and salary.
- The faculty member will quietly resign when he can no longer foster loyalty and sympathetically uphold the doctrines, objectives, or policies of the institution.

Relations with the Community

- The faculty member will refrain from antagonizing or disparaging the community in which he teaches.
- The faculty member is encouraged to participate in the civic, social, and recreational life of the community insofar as this participation does not impair his teaching ministry or endanger his Christian testimony.
- The faculty member will foster appreciation for the democratic principles of free discussion, representative and responsible government, and tolerance of other races and creeds.
- The faculty member will so conduct himself in his business and social relations in the community that no reproach may be brought upon Calvary or the cause of Christ.

PUBLICATIONS

Faculty are urged to write texts for publication and to submit articles for professional journals.

STUDENT CHRISTIAN CHARACTER FOR GRADUATION

Each spring, a list of potential graduates is distributed. Faculty are asked to evaluate each student's character and if there are concerns, they should address them to the Vice President of Student Affairs. Character training is a part of the whole educational program, and failure to achieve an acceptable standard will prevent student graduation.

SUMMARY OF CALIFORNIA LABOR LAWS

<https://www.dir.ca.gov/dlse/DLSE-FAQs.htm>

This is a summary of the California labor laws that relate to an Adjunct Professor living and working in the state.

Law	Employee Responsibility	Employer Responsibility
<u>Exempt vs Non-exempt</u> <ul style="list-style-type: none"> Among other requirements, CA requires an employee ("professional" or otherwise) to be full-time and paid a monthly salary in order to be Exempt. 	See "Hourly Employees"	Must classify an adjunct professor living and working in California as hourly, non-exempt.
<u>Hourly employees</u> <ul style="list-style-type: none"> Hourly employees must keep records of their start and stop times, whether through our online time and attendance system or on a timesheet. Minimum wage in CA as of June 2024 is \$16/hour. Wages must be paid at least semi-monthly and must begin when the work begins. We can't legally withhold any employee's pay for any reason. This means we can't require him to submit grades or timecards or even a signed contract before we pay him. It is the employer's obligation to pay the employee on the established payday regardless of whether a timecard is submitted or a contract is signed or grades have been entered. There is no exception in the law that allows the employer to require the employee to wait until the next payday, or even until the document is 	<p>Must "punch" in and out for all work done for Calvary. May either use a written time sheet or use the Calvary payroll system (TPC iSolved) to punch in and out. Whichever method is used, the start time and stop time for each work shift must be recorded. (Time sheets are preferred.)</p> <p>Must submit timesheets for each pay period to Payroll at least two days prior to the pay date.</p> <p>Must sign teaching contract(s) and return to the Academic Office prior to the start of each Session so that Payroll is aware that pay will be due.</p>	<p>Must pay at least minimum wage for all hours worked. Any hours worked over 8 in one day or 40 in one week must be paid at time-and-a-half.</p> <p>Must show on the paystub how many hours were worked and the hourly rate for those hours.</p> <p>First paycheck for a Session must be issued on the first payday after the start of the Session and continue through the entire Session so that wages are paid according to the actual hours worked.</p>

turned in. If the employer allows the employee to work, then the employee must be paid as they work. The employer can comply with the law, even without having a timecard or contract, by paying all of the wages that it reasonably knows are due for the regularly scheduled work period.		
<u>Meal Breaks</u> <ul style="list-style-type: none"> Employees must be provided with no less than a thirty-minute meal period when the work period is more than five hours. Unless the employee is relieved of all duty during the entire thirty-minute meal period and is free to leave the employer's premises, the meal period shall be considered "on duty," counted as hours worked, and paid for at the employee's regular rate of pay. 	If the employee should have a work shift that extends five hours or more, they must take a meal break of at least 30 minutes.	Make sure the employee is aware of this regulation.
<u>Paid Sick Leave</u> <ul style="list-style-type: none"> Starting on January 1, 2024, employers must generally provide 40 hours of paid Sick Leave to their employees in California. This does apply to part-time employees. 	Must notify the Academic Office prior to the next payroll processing date if time off is needed for Sick Leave.	The accrual and use of leave must be shown on the employee's paystub.
<u>Rest Period</u> <ul style="list-style-type: none"> Employers must authorize and permit nonexempt employees to take a paid rest period that must, insofar as practicable, be taken in the middle of each work period. The rest period is not required for employees whose total daily work time is less than three and one-half hours. For work periods longer than that, at least 10 minutes of rest must be allowed for every four hours of work. 	May take a paid rest period of 10 minutes for every four hours of work. (A work shift of less than 3.5 hours does not require a rest period.)	Make sure the employee is aware of this regulation.

<u>Final Wages</u> <ul style="list-style-type: none">• Final wages must be paid on the last day of work.	Must notify employer on or before the last day of work so that the final paycheck can be issued in a timely manner.	Final wages must be paid on the last day of work.
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(This is not a complete listing of all California labor laws, but covers the ones that are most relevant to a Calvary adjunct professor living in and teaching from California.)

APPENDICES

APPENDIX A – SAMPLE PURCHASE REQUISITION FORM

(Access this form in the Faculty/Staff OneDrive > Forms to Fill Out)

PURCHASE REQUISITION

If your device does not default to opening pdf files in Adobe, some of the links may not work.
To learn how to easily set your computer to use Adobe as your default pdf reader, click here.

Click here for instructions for using this form.

**CALVARY
UNIVERSITY**

P Req #: _____
(assigned by Business Office)

☒ I'm requesting permission to make an upcoming purchase with Calvary money. The vendor will send us a bill after I place my order OR I will pay with plastic (CU Visa or other card/account such as Sam's Amazon, Home Depot, etc.)

☐ I'm requesting a check. (Please do not use this option if we will be receiving a bill later.)

☐ I'm requesting cash. (If you need more than \$50, please allow 2 business days.)

☐ I've already made my purchase and need the attached bill to be paid.

For ALL Requests

Vendor Name (Who will be paid?)
(You can use things like "various" or not sure yet")

By what date do you need this approved?

For check payment requests only

Vendor Address (only needed if a check will be mailed)

By what date do you need the check cut?

Check Routing Instructions:

☒ Please place check in campus box or mail to above address.

☐ Please mail with attached enclosure.

☐ Return check to Originator.

Need help with coding?
Click here to view the Basic Account Coding document.
OR
Access the document in Shared Files > Accounts Payable.

ACCOUNT CODE* #### XX ### KC	T-CODE (if any)	QTY*	DESCRIPTION*	UNIT COST*	TOTAL COST
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00

If you need more space, please attach a separate page.

Notes/Comments:

Subtotal	\$0.00
Shipping/Handling	
GRAND TOTAL	\$0.00

Click Here to Submit to Accounts Payable for Signatures and Processing.

You will receive a copy of the completed document after all signatures have been gathered.
(If the link doesn't work, just attach your PR (and any necessary supporting documents) to an email and send to acctspayable@calvary.edu)

Do not write below this line

APPENDIX B – SAMPLE MOVING EXPENSE REIMBURSEMENT FORM

(Access this form in the Faculty/Staff OneDrive > Forms to Fill Out)

Moving Expense Reimbursement Worksheet**Purpose of Worksheet**

The Employee Moving Expense Reimbursement Worksheet is used to document the request for reimbursement of qualified moving expenses. Calvary University will reimburse up to \$2000 toward moving expenses. A completed and signed worksheet, with original receipts for the expenses being claimed and other supporting documentation are to be submitted to Human Resources. Payment will be "grossed-up" to allow the full amount to be received for reimbursement.

A qualified move must meet the following criteria:

- New workplace must be at least 50 miles farther from the employee's former home than the old workplace
AND
- Employee must work (or expect to work) full-time in the area of the new workplace for at least 39 weeks during the 12 months immediately after the move.

The IRS defines "home" as your main home or residence. It does not include other homes owned by you or members of your family. Your former home means the home you occupied prior to being hired by Calvary University.

Employee Name _____

Date _____

The 2017 Tax Cuts and Jobs Act changed the rules for claiming the moving expense tax deduction. For most taxpayers, moving expenses are no longer deductible, meaning you can no longer claim this deduction on your federal return. This change is set to stay in place for tax years 2018-2025.

1. Transportation of household goods and personal effects (includes hauling, packing, crating, and insurance). Costs for shipping animals are allowable.	\$
2. Travel of all family members from old residence to new residence (car, train, bus, air flights). Allowable for one trip by the employee and one trip per household member. Family members do not have to travel together, or at the same time, or by the same means of transportation.	\$
3. Lodging for one night at old location, one night at new location, and lodging while traveling en route to new location.	\$
4. Moving of Personal Autos. Includes car shipping costs. If traveling by car the actual cost of gasoline may be reimbursed OR mileage at the current IRS deductible rate. Parking and toll charges incurred while traveling are allowable.	
Car Shipping Cost	\$
Parking & Toll Charges	\$
Actual Gasoline Costs OR Mileage (Miles _____ @ \$0.21)	\$
Account Code:	Total Reimbursement Due \$

Department Head Approval _____

Vice President Approval _____

Business Office Approval _____


Date _____

Date _____

Date _____

APPENDIX C – SAMPLE TRAVEL EXPENSE FORM

(Access this form in the Faculty/Staff OneDrive > Forms to Fill Out)



TRAVEL EXPENSE FORM

This form is to be used to report travel expenses and/or request reimbursement for those expenses, if needed.
Please submit along with all receipts within one week of return from travel.

Your Name: _____

Destination: _____

Date(s) of Travel: _____

Purpose of Travel: _____

Number of miles traveled (if requesting mileage reimbursement*): _____

Expenses to be charged to which Department: _____

PLEASE ITEMIZE YOUR EXPENSES FOR THIS TRIP

**Either use the form below or attach a separate piece of paper.
Use one line for each receipt/purchase.**

☐ I am requesting reimbursement for miles driven in my own vehicle (be sure to enter # of miles above*)

Vendor Name	Housing Amount	Meals Amount	Fuel/Tolls Amount	I paid for this myself. Please reimburse me. <small>(circle one)</small>
				YES NO
				YES NO
				YES NO
				YES NO
				YES NO
				YES NO
				YES NO
				YES NO
				YES NO
		(Maximum allowed for meals is \$20 per day)		
TOTALS:				

Please attach all receipts. If you do not have a receipt to support one or more of your listed expenses, please explain here (unsupported expenses will be considered a taxable fringe benefit and will appear on your W-2):

Your Signature

Date

Department Head Signature

Date

Business Office Approval (only required when requesting reimbursement)

Date

APPENDIX D – SAMPLE SUPPLIES REQUEST FORM

(Access this form in the Faculty/Staff OneDrive > Forms to Fill Out)

Supplies Request Form					
Name: _____			Today's Date: _____		
Department Code: _____					
Quantity	Item Number	Vendor	Description	Substitution OK?	Cost
TOTAL					
_____ Originated by			_____ Department Head Approval		

<p>We order almost everything from one of the following vendors, but you may specify a different one if needed. Be sure to include the vendor name and item number so that I can view the item you want. Unless you specify that you want that exact item, I'll order from the source where we can get the best price and may order a different brand.</p>					
<p>www.OfficeDepot.com</p> <ul style="list-style-type: none"> ▪ The prices you see may be more or less than what I find when I log into our business account. 					
<p>www.smile.Amazon.com</p> <ul style="list-style-type: none"> ▪ The prices you see may be more or less than what I find when I log into our business account. 					
<p>www.RangelDistributing.com</p> <ul style="list-style-type: none"> ▪ (Prices are only visible when I log into our account, so you won't see prices, but you <u>can</u> see their product line) 					

APPENDIX E – SAMPLE REFERENCE REQUEST FORM

Reference Release Form

I acknowledge that I have been informed that it is the general policy of Calvary University to disclose in response to a prospective employer's request only the following information about current or former employees: (1) the dates of employment, (2) descriptions of the jobs performed, and (3) salary or wage rates.

By signing this release, I am voluntarily requesting that Calvary University depart from this general policy in responding to reference requests from any prospective employer that may be considering me for employment. I authorize Calvary to disclose to such prospective employers any employment-related information that Calvary, in its sole discretion and judgment, may determine is appropriate to disclose, including any personal comments, evaluations, or assessments that Calvary may have about my performance or behavior as an employee.

In exchange for Calvary's agreement to depart from its general policy and to disclose additional employment-related information pursuant to my request, I agree to release and discharge Calvary University and its successors, employees, officers, and directors for all claims, liabilities, and causes of action, known or unknown, fixed or contingent, that arise from or that are in any manner connected to Calvary's disclosure of employment-related information to prospective employers. This release includes, but is not limited to, claims of defamation, libel, slander, negligence, or interference with contract or profession.

I acknowledge that I have carefully read and fully understand the provisions of this release. I further acknowledge that I was given the opportunity to consult with an attorney or any other individual of my choosing before signing this release and that I have decided to sign this release voluntarily and without coercion or duress by any person.

This release sets forth the entire agreement between Calvary University and myself, and I acknowledge that I have not relied upon any representation or statement, written or oral, not set forth in this document.

Printed Name

Signature

Date

Please return this form to:

Human Resources
Calvary University
15800 Calvary Rd
Kansas City, MO 64147

humres@calvary.edu
Phone: 816-425-6148
FAX: 816-331-4474

APPENDIX F - CONTINUING PROFESSIONAL EDUCATION PROGRAM REQUEST FORM

(Access this form in the Faculty/Staff OneDrive > Forms to Fill Out)

Continuing Professional Education Program Request Form
Calvary University

Employee Request		
Name:	Date:	
<input type="checkbox"/> I will be taking off-campus courses while maintaining normal full academic, administrative, or staff responsibilities.		
Last Degree Earned:	Field of Study:	Date:
Institution That Conferred the Last Degree:		
Briefly tell us about this project – both how it will benefit you as well as the University:		
My Benefit:		
Calvary's Benefit:		
Length of the Proposed Project	From:	To:
<p><i>Conditions: The Continuing Professional Education Policy contained in the CU Handbook will constitute the terms of agreement for Continuing Education, including repayment of funds, unless modified in this agreement and approved by the President and either the Chief Academic Officer (for faculty) or Chief Operations Officer (for staff).</i></p> <p>Requested Modifications:</p> <p>Additional Comments:</p>		
Requestors' Signature:		Date:
Approval		
Date First Employed at Calvary:	Number of FT Years Served:	
Chief Academic Officer or Chief Operations Officer	President	
<input type="checkbox"/> Approved	<input type="checkbox"/> Approved	
<input type="checkbox"/> Denied	<input type="checkbox"/> Denied	
Signature:	Signature:	
Date:	Date:	
Project Outcome		
Report of Project Accomplishments Filed with the Academic Office/Operations Office: <input type="checkbox"/> Yes <input type="checkbox"/> No	Date:	
Public Presentation of Outcomes Completed: <input type="checkbox"/> Yes <input type="checkbox"/> No	Date:	
Project Outcome Approved by the CAO/COO <input type="checkbox"/> Yes <input type="checkbox"/> No	Signature:	
	Date:	

APPENDIX G - PROPOSAL FOR THE DEVELOPMENT OF CURRICULAR OR COCURRICULAR PROGRAMS OR EVENTS

Step 1: Proposal Abstract

For any curricular or cocurricular program or event that requires cross-department use of resources write a one-page abstract that includes the information listed below. Submit this abstract to your Vice President/Cabinet Member and get approval to proceed. Then, forward a copy to the President's Executive Assistant.

Program or Event Name:

Sponsoring Department:

Primary Contact:

Proposed Start Date:

Brief Description:

Step 2: Preliminary proposal

Prepare a preliminary proposal that includes the information included below. Provide as much objective data as possible to support assumptions (i.e., competitor analysis and/or comparisons to existing programs or events). While writing the preliminary proposal, it is recommended that you consult with the parties who will provide administrative and institutional reviews in steps 4 and 5. This will provide valuable feedback that can be used to sharpen the proposal prior to submitting it for review.

Program or Event Name:

Program or Event Sponsor(s):

Primary Contact:

Division: (examples: Undergraduate – Biblical Counseling; Development – Alumni)

Proposed Start Date:

General Information:

- 1) Description of the program or event
 - a. Title of the program or event, degree level, etc.
 - b. Explain the purpose of the program or event
 - c. Clarify the intended objectives of the program or event
 - d. Specify the intended audience, enrollment, or participant pool (i.e., full-time, part-time, traditional college age, working adults, transfer students, military personnel).
 - e. Demonstrate how this program or event fulfills the university mission, institutional learning objectives, and strategic plan
- 2) Program or Event rationale (specific evidence of the need for this program or event)
 - a. Unique contributions to the constituent experience provided by this program or event
 - b. Demand for this program or event from potential students and/or marketplace opportunities
 - i. Include market survey results (for academic programs)
 - ii. Include data relevant to enrollment projections (for academic programs)
(For planning purposes, a new academic program should add a minimum of five additional students per year for the first five years without the addition of new faculty or a minimum of 15 new students per year for the first five years with the addition of one new faculty member. This data must be supported by the market analysis).
 - c. Desired outcomes that can only be met by this program or event
 - d. Methods of assessing whether said outcomes were achieved
 - e. How distinctive is this from other programs or events (internal and external)
 - f. Other evidence of the need for this program or event

(Complete items 3 through 5 for academic program proposals only)

- 2) Evaluation of the academic contribution of the program

- a. Intrinsic academic value of the program within the discipline
 - b. Relationship between this, CU's core curriculum, and general education requirements
 - c. If a similar program already exists, what is the justification for this addition
 - d. State, regional, national, and international needs in the field for students.
 - e. Describe how the planning process identified the need for the program including the role of faculty in planning and approving.
- 3) Detailed Curriculum proposal
 - a. Degree level (new degree level must be approved by the Board of Trustees)
 - b. Program entrance requirements
 - c. Total semester hours for completion
 - d. Standard length of time for completion
 - e. Program completion requirements including courses, course options, and other requirements.
 - f. Culminating experiences (internship, practicum, capstone, thesis, dissertation)
 - g. Accreditation considerations and/or notification requirements
 - h. Representative course of study by year (curriculum map)
 - i. Program Learning Objectives (PLOs). Provide proposed assessment metrics at the program level; complete the PLO assessment table included in the Faculty Handbook. A requirement is multiple assessment means for each PLO.
 - j. Student Learning Outcomes (SLOs)
 - k. Interdisciplinary curricular contributions from other programs
 - l. Impact on student learning, persistence, and graduation rates
 - m. Identify any contractual relationships and/or articulation agreements
 - n. Employment opportunities for graduates
 - o. Six Digit 2020 CIP Code.
 - p. If the program level requires an onsite accreditation visit.
 - q. Provide proposed curriculum map (Hatfield model).
 - r. Identification and description of other programs using the same four-digit CIP. Identify two such programs with highest number of graduates in the past year along with the number of graduates.
 - s. Describe the impact of the proposed program on challenges identified as part of or subsequent to the last HLC or ABHE review and how the University addressed those challenges.
 - t. Course list with course descriptions, including identification of any new courses.
 - u. If the program includes interdisciplinary courses in place of Bible and theology courses (up to 9 semester hours), assess the effectiveness of the proposed courses in meeting ABHE requirements per the faculty approved interdisciplinary course metric.
- 4) Faculty Requirements
 - a. Identify faculty members who will be most directly involved in the program. Describe faculty requirements including faculty type (full-time, part-time, adjunct) with supporting documentation.
 - b. Calculate the present student-faculty ratio in the department in which the proposed program will be offered
 - c. Project the number of new faculty members needed to initiate the proposed program for each of the first 5 years (If the program will be absorbed by current faculty, indicate how this will be accomplished within current load hours). Faculty projection should be included in the five-year budget submission.
 - d. Describe the involvement of faculty in research, extension, and other activities and the impact of these activities on the teaching load
 - e. Identify specific faculty qualifications necessary for the program and describe the qualifications of proposed program faculty along with other teaching responsibilities in an enclosure. Specific qualification elements include names, academic qualifications, prior instructional responsibilities and other experience relevant to the new program, course load in the new program and course work currently taught separate from the new program.
 - f. For graduate programs, document scholarship and research capability of each faculty member.
- 5) Impact on participants (students, faculty, staff, alumni, other constituents)
 - a. Time commitment required of participants
 - b. Special scheduling considerations

- c. Impact on participation in other campus programs or activities
 - d. Other
 - e. Whether the program or event will be offered online.
- 6) Resource requirements (annually for the first 5 years of proposed academic programs)
- a. Staffing (salary and benefits)
 - b. Facilities, equipment, and technology
 - c. Promotion, recruiting, marketing, etc.
 - d. Impact on federal financial aid (for academic programs)
 - e. Institutional scholarships (for academic programs)
 - f. Library (for academic programs)
 - i. Are present holdings in related fields adequate to initiate the proposed program? Provide a list of current offerings for the program.
 - ii. Will holdings need to be expanded? New holdings should be identified and included with the list of current program-related offerings.
 - iii. Do other institutions have holdings being used or available to faculty and students for the proposed program?
 - iv. Describe new library staffing requirements if necessary.
 - v. Describe new CAC staffing requirements if necessary.
 - g. Describe controls in place to ensure that information presented to all constituencies in advertising, brochures, and other communications will be accurate.
- 7) Proposed funding sources
- a. Fees specific to this program or event
 - b. Reallocation of existing funds (currently committed to other programs or events)
 - c. Tuition from additional enrollment specific to this program
 - d. New donations specific to this program or event (designated gifts/restricted funds)
 - e. External grants
 - f. Other
 - g. Three-year budget forecast with associated projected enrollment data and faculty requirements (depicting expected self-funding in three years).
- 8) Methodology/assumptions used in estimating program or event participation, funding, and expenses
- a. Competitor analysis
 - b. Comparable programs or events at CU
 - c. Benchmarks
 - d. Other
 - e. Describe the process for monitoring, evaluating and improving the overall effectiveness and quality of the program or event, and articulate program-level learning outcomes and objectives.
 - f. Describe the process for assessing and improving student learning, including student persistence and completion in the new program.

Step 3: Optional peer review

Submit the preliminary proposal to an ad hoc group of reviewers who can provide suggestions for strengthening the proposal. It is recommended that peer reviewers include representation from faculty, staff, and administration. Make revisions as necessary.

Peer review (“Red Team”) is required for all academic program proposals.

Step 4: Required administrative reviews

Provide a copy of the preliminary proposal to those listed below and obtain a memorandum or email from each commenting on the proposal as it relates to their area. When possible, make and note modifications to the proposal to address any concerns raised by administrative reviews.

For all program or event proposals:

- 1) Chief Operations Officer – facility, equipment, and technology requirements
- 2) Chief Development Officer – fundraising impacts and marketing/promotional campaigns
- 3) Director of Human Resources – staffing structure and compensation levels
- 4) Chief Financial Officer – fiscal viability, funding, and cost analysis
- 5) Chief Academic Officer – to assess collateral impact of a program on academic operations.

For academic program proposals only:

- 1) Director of Enrollment – impact on recruiting and admissions
- 2) Director of Financial Aid –scholarships and financial aid regulations
- 3) Dean of Students – impact on student experience and accommodations support considerations
- 4) Registrar- registration and advising impact
- 5) Librarian – impact on required library holdings
- 6) Chief Academic Officer – curricular outcomes and accreditation requirements
 - a. College, Graduate School, or Seminary Dean
 - b. Department Chair
- 7) IT Department – clarify unique information technology requirements.

Step 5: Required institutional reviews

Provide a copy of the revised proposal and all administrative review memoranda from Step 4 to those listed below and obtain a memorandum or email from each commenting on the proposal as it relates to their area.

- 1) Cabinet (for all program and event proposals)
- 2) Calendar Committee (for events and activities)
- 3) Faculty Senate (for academic programs)
- 4) Academic Curriculum Committee (for academic programs)
- 5) Board of Trustees (required for new degree levels)
- 6) General Counsel – risk assessment (submitted through TBD)

Step 6: Final proposal submitted to the President’s Executive Assistant

Preliminary proposal should be revised into a final proposal incorporating changes suggested by administrative and institutional reviews. The final proposal will be given to the Chief Operations Officer who will approve, deny, request changes or forward to additional parties for comment and/or approval (Faculty, Academic Affairs Council, President’s Cabinet, and Board of Trustees).

Required Enclosures:

- 1) Implementation timeline
- 2) Market research study results
- 3) Justification sources
- 4) Three-year budget identifying income and expenses
- 5) Anticipated funding sources
- 6) 25% Rule Form (for changes to existing academic programs only)
- 7) Program Planner (for academic programs only)
- 8) Curriculum map consistent with the Susan Hatfield Model (for academic programs only)
- 9) Course List with Course Descriptions (for academic programs only)
- 10) Assessment matrices
- 11) Faculty qualifications (for academic programs only)

**APPENDIX H - ACCOMMODATIONS & DISABILITY SUPPORT SERVICES
NOTIFICATION**

Professors on Board

(ASO Accommodations)

Fall Semester 20XX

Professors on Board was established to help and to inform each CU Professor about their student's participation in the ASO Program. ASO is Accommodation Support Office, which supports and assists students in relation to their documented disabilities, while also implementing reasonable accommodations.

Student:

Disabilities:

-

Accommodations:

-

****It is the student's responsibility to fulfill all the course requirements of each Professor in a timely manner, considering his/her disability, limitations, and accommodations.**

Student Signature _____ Date _____

ASO Coordinator Signature _____ Date _____

Professor Signature _____ Date _____

If you have any questions or concerns, please contact me (Jamie Franz), at (816) 425-6172 or via email at Jamie.franz@calvary.edu

APPENDIX I - CALVARY NEW COURSE DEVELOPMENT REQUEST FORM*(also available in Faculty/Staff OneDrive)***Background**

Describe the academic reason for the course: (is this course required for accreditation, to meet new standards, part of a new program?)

List the Course (Student) Learning Outcomes with a description of how each support one or more Program Learning Outcome (PLO).

Submit an updated Curriculum Map that includes the proposed course.

Where does this course fit in the overall flow of the academic program?

What Library resources will be required to support this course? How will the necessary resources be funded? (i.e., additional books, subscriptions, materials, etc.)

Who will teach the course? Are additional academic qualifications required to teach this course?

Are standards for this course governed by an outside certification agency? Is this course linked to current DESE standards?

Syllabus

Content	Yes	No	N/A	Comments
Prerequisite required (List required class in comments box.)				
Course level appropriate				
Tentative course number assigned				
Contact information for professor				
Course description approved by ACC				
Course objectives articulated as measurable learning outcomes				
PLO's & Assessments noted for each Course Objective (General & Specific Competencies)				
Course requirements consistent with expected academic level and expressing Biblical truth as foundation for the course				
Content	Yes	No	N/A	Comments
Course requirement clearly articulated				
Description of assessments clearly articulated				
Statement on plagiarism included				
Statement on disabilities included				
Statement on academic center included				
Statement on writing style included				
Textbooks and reading assignments appropriate to course level				
Bible included as a textbook				
Grading methods clearly articulated, consistent with Calvary's grading policies				
Tentative class schedule provided				

Assessment Tools to be used in the course:

Assessment Tool	Present		Cross-Walked to Objectives		Comments
	Yes	No	Yes	No	
Examinations					
Quizzes					
Research papers					
Presentations					
Portfolios					
Projects					
Questions from reading					
Reading abstracts					
Reading critiques					
Pre and Post tests					
Observations					
Interviews					
Grades					
Performance assessments					
Reading Self-Reports					
Self-Evaluations					
Other:					

Carnegie Unit Worksheet – This is also part of the **Calvary Course Development Request form****Credit Hour Worksheet-Assignment Guidelines****Calvary University – Enter Class Name and Number**

Assignments	“Traditional” Classes		Office (O)		External/Online	
	Hours	Assigned	Hours	Assigned	Hours	Assigned
“Seat Time” in class						
Reading (pages)						
Quiz/Exam prep						
Logs/Journals						
Book Reports						
Research Papers						
Discussion Questions						
Forums						
Labs						
Internships						
Practicum						
Studio Work						
Observations						
Other (specify below)						
Practical Study with Instructor (researching, reflecting, reporting, and evaluating)						
Total						

***Reading assigned based on project selected by student. Examples given in course syllabus bibliography.

Traditional courses: Carnegie Unit is 1 hour of in-class time + 2 hours of out of class time. *

Carnegie units for a 3-hour class: 3 times per week X 15 weeks = 45 hours + 90 hours = 135 hours

Assumptions:

- Average reading rate of 20 pages per hour for “Many New Concepts” rating @ 250 Words Per Minute (WPM)
- (Note: Based on Center for the Advancement of Teaching (n.d.) *Workload estimation details* . Wake Forest University, Retrieved June 26, 2025 from <https://cat.wfu.edu/resources/workload/estimationdetails/>
- Average 1 page per hour for papers
- Average of 4 hours study time per major exam
- Average of ___ per page per hour for logs/journals

Note for discussion: This load chart is based on the one adopted by the Seminary in 2003.

Carnegie hours state –

- 1 hr. of “seat time” (1 cr.hr. class) = 2 hrs. of “out of class time” per week.
Total of 45 hrs. per semester. (3 hrs. x 15 weeks)
- 2 hrs. of “seat time” (2 cr. hr. class) = 4 hrs. of “out of class time” per week.
Total of 90 hrs. per semester. (6 hrs. x 15 weeks)
- 3 hrs. of “set time” (3 cr. hr. class) = 6 hrs. of “out of class time” per week.
Total of 135 hrs. per semester. (9 hrs. x 15 weeks)

These hours are static – 3 hrs/week for a 1 hr. class; 6 hrs/week for a 2-hr. class; 9 hrs/week for a 3-hr. class. How you achieve the hours for each class is up to you as the professor. Just be sure you can account for it. That’s why we created the matrix so you can fill in the hours per class.

***When course is non-traditional and seat time varies, faculty must make adjustments so that combined seat time and assignments total 45 hours per credit hour.**

APPENDIX J - GUIDELINES FOR DEVELOPING COURSE LEVELS*(also available in Faculty/Staff OneDrive)*

Course Level	Examples of Outcomes
100-Level Courses: Introductory courses appropriate for and generally taken by freshmen or students with no background in the discipline. Often without prerequisites, they may require some basic entry skill, such as mathematics or writing competence.	<ul style="list-style-type: none"> • Utilize ... • Identify ... • Describe ... • Construct ... • Demonstrate ... • Recognize ...
200-Level Courses: Courses of intermediate depth in the discipline, sometimes assuming some preparatory work on the part of the student, appropriate for and generally taken by sophomores or advanced freshmen. Prerequisites may be required, especially when limited specific knowledge or general academic preparation is necessary.	<ul style="list-style-type: none"> • Compare and contrast ... • Apply the knowledge to ... • Analyze ... • Utilize knowledge to ... • Interpret ... • Collect ...
300-Level Courses: Courses intended for upper-division students providing advanced treatment of a special subject and requiring a level of maturity and academic preparation inappropriate for lower-division students. 300-level courses usually presuppose students' prior work in the discipline and usually satisfy major requirements.	<ul style="list-style-type: none"> • Formulate ... • Evaluate ... • Predict ... • Interpret ... • Design ... • Perform ...
400-Level Courses: Courses having the same general characteristics as 300-level courses, most often intended for upper-division students in the major, such as seminars, directed readings and research, and teaching practica. Some may be limited to seniors.	<ul style="list-style-type: none"> • Formulate ... • Argue the importance of ... • Explore the relationship between ... • Critically appraise ... • Evaluate and critique ... • Explore alternative approaches ...
600-Level Courses: Courses intended for Master's degree students, which presuppose students' successful completion of foundational coursework at the Bachelor's degree level.	<ul style="list-style-type: none"> • Apply... • Analyze... • Synthesize... • Evaluate...
700-Level Courses: Courses intended for Doctoral degree students, which presuppose students' successful completion of foundational coursework at the Master's degree level.	<ul style="list-style-type: none"> • Analyze... • Synthesize... • Evaluate...

APPENDIX K - RUBRIC FOR INTERDISCIPLINARY BIBLE COURSE DEVELOPMENT*(also available in Faculty/Staff OneDrive)***Calvary University Rubric for Interdisciplinary Bible Course Development**

	4 Exemplary	3 Proficient	2 Marginal	1 Unsatisfactory
Faith Integration	<p>Makes clear and deep connections between a biblical framework and course-related information, concepts, and skills, demonstrating significance of issues.</p> <p>Evidence: Course includes at least 6 out of 8 of the following:</p> <p>Attributes of God Creation Made in the Image of God Biblical Stewardship Fall Redemption Biblical Leadership Eternal Value</p>	<p>Makes clear connections between a biblical framework and course-related information, concepts, and skills, demonstrating significance of issues.</p> <p>Evidence: Course includes at least 5 out of 8 of the following:</p> <p>Attributes of God Creation Made in the Image of God Biblical Stewardship Fall Redemption Biblical Leadership Eternal Value</p>	<p>Makes shallow connections between a biblical framework and course-related information, concepts, and skills.</p> <p>Evidence: Course includes at least 3 out of 8 of the following:</p> <p>Attributes of God Creation Made in the Image of God Biblical Stewardship Fall Redemption Biblical Leadership Eternal Value</p>	<p>Makes few connections between a biblical framework and course-related information, concepts, and skills.</p> <p>Evidence: Course includes at least 1 out of 8 of the following:</p> <p>Attributes of God Creation Made in the Image of God Biblical Stewardship Fall Redemption Biblical Leadership Eternal Value</p>
	4 Exemplary	3 Proficient	2 Marginal	1 Unsatisfactory
Methods	<p>Requires students to complete one Interdisciplinary Written Assignment or Oral Presentation</p> <p>AND includes both of the following:</p> <p>Facilitates two or more class discussions related to integration of faith and course-related information, concepts, and skills</p> <p>Includes two or more class activities that foster growth of faith integration</p>	<p>Requires students to complete one Interdisciplinary Written Assignment or Oral Presentation</p> <p>AND includes one of the following:</p> <p>Facilitates two or more class discussions related to integration of faith and course-related information, concepts, and skills</p> <p>Includes two or more class activities that foster growth of faith integration</p>	<p>Includes one of the following:</p> <p>Requires students to complete one Interdisciplinary Written Assignment or Oral Presentation</p> <p>Facilitates one or more class discussions related to integration of faith and course-related information, concepts, and skills</p> <p>Includes one or more class activities that foster growth of faith integration</p>	<p>Includes one of the following:</p> <p>Facilitates one class discussion related to integration of faith and course-related information, concepts, and skills</p> <p>Includes one class activity that fosters growth of faith integration</p>

APPENDIX L - SAMPLE SYLLABUS

(also available in Faculty/Staff OneDrive)

Please do not copy and paste this into your Syllabus. Use the Syllabus Example Blank in Faculty/Staff OneDrive which contains the appropriate required Headers and Footers.

Course: Enter Class Name, Number, Course Designator (D, E, O, N, T)
Credit: Enter number of credit hours earned upon completion and passing grade in the course
Semester: Fall 2024 and Session Number(s)
Time: Enter Class Day & Times of Meeting
Instructor: Enter Faculty Name & Email Address

This course is offered in two formats: in-person and online. Students registered for in-person attend the classes in person, online students attend the classes via the online classroom. For both in-person and online students, assignments and interaction outside of the class period are done in the learning management system.

I. DESCRIPTION

Enter the course description exactly as it appears in the University Catalog.

II. OBJECTIVES

- A. General competencies to be achieved. You will:
 - 1. Determine, through exegetical analysis, the hermeneutic principles and methods applied within the Biblical writings themselves.
 - a. Program Objective 1
 - b. Assignments A1, B1
 - 2. Classify, through comparative synthesis, distinctives of each hermeneutic model discussed.
 - a. Program Objective 2
 - b. Assignments A2, B2
 - 3. Differentiate hermeneutic factors in assessing theological outcomes and employing practical applications.
 - a. Program Objective 4
 - b. Assignments C1, C2, C3
- B. Specific competencies to be achieved. You will:
 - 1. Model the distinctive components and methodological principles of an exegetical approach through textual analysis, and a theological approach through comparative synthesis.
 - a. Program Objective 1
 - b. Assignments A1, B1, C3
 - 2. Identify and explain a formal hermeneutic model based on synthesis of competing models.
 - a. Program Objective 3
 - b. Assignments A2, B1, C3

Our Mission: "...to prepare Christians to live and serve in the church and in the world according to the Biblical worldview."

3. Compare theological outcomes and their hermeneutic influences.
 - a. Program Objective 4
 - b. Assignments C1, C2, C3
4. Report research on the hermeneutic methods of Biblical writers and how hermeneutic factors in their writing impact their prescriptions.
 - a. Program Objective 5
 - b. Assignments C2, C3

III. REQUIRED MATERIALS

A. Bible

The Bible is a required textbook in every course at Calvary University. To facilitate academic level study, students are required to use for assignments and research an English translation or version of the Bible based on formal equivalence (*meaning that the translation is generally word-for-word from the original languages*), including any of the following: New American Standard (NASB), English Standard Version (ESV), New King James (NKJV), or King James (KJV). Other translations and versions based on dynamic equivalence (*paraphrases and thought-for-thought translations like NLT and NIV*) may be used as supplemental sources. Please ask the professor if you have questions about a particular translation or version.

B. Other Textbooks

(ISBN number and price must be listed.)

Thomas, Robert L. 2010. *Evangelical Hermeneutics*. Grand Rapids: Kregel Publications. ISBN: 978-0825438394, Price: \$ 28.99

Webb, William. *Slaves, Women and Homosexuals: Exploring the Hermeneutics of Cultural Analysis*. Downers Grove, IL: IVP. 2001. 978-0830815616. \$28.00

C. Class Notes (optional)

IV. REQUIREMENTS

A. Enter your specific course requirements.

B. Reading and Response

C. Writing

1. Insert the appropriate writing style statement for the course discipline.
2. The Clark Academic Center (learning@calvary.edu) is dedicated to providing free academic assistance for Calvary University students. Student tutors aid with all facets of the writing process, tutor in various subject areas, prepare students for exams and facilitate tests. Please take advantage of this service.
3. Plagiarism is defined as copying any content without identifying the source. This also includes taking another person's or AI entity's ideas or constructs and presenting them as your own. Plagiarism of any kind will not be tolerated. Most assignments at Calvary require the student to produce original work. Therefore, unless specifically permitted by the instructor, the use of AI-generated content is prohibited (even if cited) as it does not represent original work created by the student and is an unreliable aggregate of ideas from other sources. AI, however, may be utilized in cases where the instructor has explicitly permitted its use to accomplish specific tasks. It is only in these cases that AI-generated (or modified) content may be submitted by the student. If there are any questions as to the

permissibility of AI use for an assignment, please ask your instructor for clarification.

D. Quizzes

1.

E. Exams

1.

2. See description of ProctorU test proctoring service for costs and equipment requirements.

V. METHODS

A. Lectures, Textbook Reading, Additional Required Reading or Research, etc.

B. Grading

Faculty may enter a point breakdown for the course on the syllabus, and/or in Canvas. A Rubric may also be included.

The Grading Scale can be found in the University Catalog.

VI. **BIBLIOGRAPHY** - The following are recommended for further study.

VII. **TENTATIVE SCHEDULE**

VIII. **Research Paper Suggestions**

IX. **Students with disabilities have the responsibility of informing the Accommodations Support Coordinator (aso@calvary.edu) of any disabling condition that may require support.**

ProctorU Addendum

Calvary University uses ProctorU test proctoring service. ProctorU is a live online proctoring service that allows you to take your exam from the comfort of your home. ProctorU is available 24/7, however, **you will need to schedule your proctoring session at least 72 hours in advance to avoid any on-demand scheduling fees.** Creating a ProctorU account is simple. You can do so by going to <https://go.proctoru.com/students/users/new?institution=2045>.

Students must read all information and comply with all directions below to be successful for their proctored exam experience. Calvary University hopes that students will have a smooth experience, and to decrease student anxiety and increase success, please use this guide to help you plan for your test. Please note that, per ProctorU, there will be penalties for students who miss their testing window. Technical trouble will not be an excuse for missing the window. Therefore, pay attention to all details within this guide, and all links included.

System Requirements: Please see the information below supplied by ProctorU for system requirements. If your computer does not have these capabilities, please consider borrowing a computer as you will still be required to complete the exam using the live proctor system with ProctorU. Please note that you will not be able to take your exam(s) in the Calvary University Library due to the activity that will be picked up in a public place.

In order to use ProctorU, you will need a high-speed internet connection, a webcam (internal or external), a Windows or Apple Operating System, and a government issued photo ID. ProctorU recommends that you visit <https://test-it-out.proctoru.com/> prior to your proctoring session to test your equipment. They recommend you click on the button that says “connect to a live person” to fully test out your equipment. If using Firefox, please make sure that you are using the current version of your Firefox browser and have

downloaded the ProctorU extension available at <https://www.proctoru.com/firefox>.

Type	Minimum	Recommended	Calvary University Minimum
Web Camera	640×480 resolution	1280×720 resolution	1280×720 resolution
PC Users	Windows Vista	Windows 10 (10 S is not supported)	same
Mac Users	OS X 10.5 or higher	OS X 10.13 High Sierra	same
Internet Download Speed	.768 Mbps	1.5 Mbps	3 Mbps
Internet Upload Speed	.384 Mbps	1 Mbps	2 Mbps
RAM	1024 MB	2 GB	same
Ports	1935, 843, 80, 443, 61613, UDP/TCP	1935, 843, 80, 443, 61613, UDP/TCP	same

- Desktop computer or laptop (not a tablet, Chromebook or cell phone).
- Webcam and microphone (built-in or external) – test your webcam at <https://test.webrtc.org/>
- Connection to network with sufficient internet speed: at least 3 Mbps download speed and 2 Mbps upload – test internet speed at www.speedtest.net
- Operating systems: Windows Vista or newer, Mac OS X 10.5 – or newer
- Browser with pop-up blocker disabled: Google Chrome v39 or later, Mozilla Firefox v34 or later.

Additionally, please visit and review the test-taker resource center by going to <https://www.proctoru.com/proctoru-live-resource-center>. You should expect the startup process with the proctor to take about 10-15 minutes. However, this time will not affect your exam time. Please feel free to direct any questions to the student support team via the live chat within your account.

******If you have any questions or concerns, contact Proctor U's technical support team 24/7 via their live chat support at <https://www.proctoru.com/contact-us>**

Costs for ProctorU exams are listed below and are payable to ProctorU at the time of the test. These costs assume that a student will schedule their exam at least 72 hours in advance of the exam start time:

- 60 minutes or less - \$8
- 61 – 120 minutes - \$10
- 121 – 180 minutes - \$12

For those not scheduling an exam at least 72 hours in advance, late scheduling charges are added in addition to the above fee structure. There are two options for late scheduling:

- “Take It Soon” allows a test to be scheduled less than 72 hours but more than 24 hours before the desired start time. This option includes an additional fee of \$8.00. (Total cost for a 60-minute exam scheduled as “Take It Soon” would be \$16.)
- “Take It Now” allows a test to be taken on-demand with no appointment needed. This option

includes an additional fee of \$12.00. (Total cost for a 60-minute exam scheduled as “Take It Now” would be \$20.)

These options are for the convenience of the examinee. Any charges applicable to the examinee must be paid with a credit or debit card. The test taker will be required to enter payment information on a secure page connected to a third-party card processor. The page is encrypted and secure and ProctorU does not see or store any credit card data.

Examinees will be required to re-enter payment information each time new charges are incurred.

APPENDIX M - PROGRAM CHANGE FORMS***The 25% Rule Worksheet****(also available in Faculty/Staff OneDrive)***The 25% Rule Worksheet**

Program Content Changes: Changes to a program's content (including curriculum, learning objectives, competencies, required clinical experiences, changes in general education courses required for program completion). **A change to 25% or more of the content of a program** since its last accreditation review (whether in a single change or a sum total of aggregate changes) requires notification to HLC within 30 days of implementing of the change.

Increase/Decrease in Credit Hours Required for Completion: Prior HLC approval is required to substantially **increase/decrease the total number of credit hours (an aggregate of 25% or more)** since the institution's last accreditation review.

1. Name of the Program

--

2. Is there is a total credit hour change to the program? If yes, identify the "old" number of hours and the "new" number of hours.

Existing Program Credit Hours		Revised Program Credit Hours		Percent Change

3. Does the revised program include courses redesigned from existing ("donor") courses? If so, please assess what part of the redesigned course is new, and what part results from the donor course. Please complete the chart below.

Donor Course(s)	Credit Hrs	Revised or Redesigned Course(s) Created from Donor Courses	Credit Hrs	Percent of the Revised Course Which is New Material
<i>Example - CO602 Intro to Pastoral Counseling</i>	<i>3 hrs</i>	<i>CO604 Professional Orientation**</i>	<i>3 hrs</i>	<i>25%</i>

4. Is there a change in the program curriculum? If so, please complete the following chart:

Category	Number of Credit Hours	Percent of Total
Existed or repackaged curricula	0	0%
Revised or redesigned curricula	0	0%
New curricula	0	0%
Total	0	0%

5. Complete a Transition Matrix (see example at Enclosure 1) **Enclosure 1: Example**

Transition Matrix (Example Provided:

Old Program		Notes	New Program	
BI607 Hermeneutics/Inductive	3 hrs		BI607 Hermeneutics/Inductive*	3 hrs
BI601 Intro to Bib Languages	3 hrs			
RP601 Bib Phil & Worldview	3 hrs		RP601 Bib Phil & Worldview*	3 hrs
BI610 OT I or BI611 OT II	3 hrs			
BI620 NT I or BI621 NT II	3 hrs			
TH610 Systematic I	3 hrs		TH610 Systematic I*	3 hrs
TH611 Systematic II	3 hrs		TH611 Systematic II*	3 hrs
TH612 Systematic III	3 hrs		TH612 Systematic III*	3 hrs
CO601 Theological Foundations	3 hrs		CO601 Theological Foundations*	3 hrs
			CO603 Research Methods***	3 hrs
CO610 Counseling Theories	3 hrs		CO610 Counseling Theories*	3 hrs
CO611 T&M Group Counseling	3 hrs		CO611 T&M Group Counseling*	3 hrs
CO612 Normal Human Growth	3 hrs		CO612 Normal Human Growth*	3 hrs
CO613 Diagnosis Abnormal Behavior	3 hrs		CO613 Diagnosis Abnormal Behavior*	3 hrs
CO614 Helping Relationship	3 hrs		CO614 Helping Relationship*	3 hrs
			CO615 Multi-Cultural Counseling***	3 hrs
CO633 D&T Family Systems	3 hrs		CO633 D&T Family Systems*	3 hrs
CO690 Internship	3 hrs		CO639 Practicum*	3 hrs
			CO693a Internship I*	3 hrs
			CO693b Internship II*	3 hrs
Electives (1)				
CO602 Intro to Pastoral Counseling	3 hrs	Material Repurposed from CO602 to CO604	CO604 Professional Orientation**	3 hrs
CO622 Dev of Bib Counseling Cntr		Material Repurposed from CO622 to CO622	CO622 Vocational Counseling & Development**	3 hrs
CO672 Trauma & Abuse	3 hrs	Material Repurposed from CO672 to CO609	CO609 Appraisal of Individuals**	3 hrs
CO648 Substance Abuse Counseling	3 hrs	Material Repurposed from CO648 to CO609		
CO670 Advanced Family Counseling	3 hrs			
CO671 Advanced Marriage Counseling	3 hrs			
Total Hours	51		Total Hours	60

Program Content & Credit Hour Changes
 (also available in Faculty/Staff OneDrive)

Program Content & Credit Hour Changes - **SAMPLE**

Program Content Changes: Changes to a program's content (including curriculum, learning objectives, competencies, required clinical experiences, changes in general education courses required for program completion). A **change to 25% or more of the content of a program** since its last accreditation review (whether in a single change or sum total of aggregate changes) requires notification to HLC within 30 days of implementation of the change.

Increase/Decrease in Credit Hours Required for Completion: Prior HLC approval is required to substantially **increase/decrease the total number of credit hours (an aggregate of 25% or more)** since the institution's last accreditation review.

6. Name of the Program

MA in Biblical Counseling

7. Aggregate Changes:

	Content % Change	Hours % Change	ACC Meeting Date	Effective Date	Description	Documentation
		17.65% increase	7/20/21	7/1/21	Changed to 60-hour degree (licensure compliance)	MFR for ACC
Totals		17.65				

*This form and the 25% Rule Worksheet must be submitted to the ACC with requests for curricular changes. This form tracks an aggregate list of curricular and credit hour changes per program since the HLC accreditation visit in December 2019.

If Department Chair/Program Director is seeking to make a change to 25% or more of the credit hours of a program, the Department Chair/Program Director is responsible for completing the HLC Change Request to gain approval for this change prior to requesting ACC approval for this substantial change.

APPENDIX N - JOB DESCRIPTION TEMPLATES***Faculty Administrator***
**FACULTY ADMINISTRATOR
FACULTY JOB DESCRIPTION ADDENDUM**

Revised June 30, 2023

Job Title: Faculty Administrator
FLSA Status: Exempt with benefits

I. CALVARY UNIVERSITY VALUES

Calvary University values faculty who are committed to and demonstrate excellence as (1) practitioners, leading by example, and contributing through service and ministry in their respective fields, (2) continuing in research through a vibrant research agenda to grow the body of knowledge in and improve their respective fields, (3) capable teachers, mentors, and disciplers, exemplifying Christian character and conduct, able and eager to use their knowledge, experience, and maturity to benefit students, (4) effective in recruiting students to participate in their programs, and (5) skilled in developing strategic partnerships and collaborations to benefit their academic departments and to continually improve the quality of investment in Calvary University's students. Every faculty member is guaranteed academic freedom within the parameters of the General Standards and Statement of Faith and Positions of Calvary University.

II. GENERAL EXPECTATIONS

This document describes duties that Calvary University expects of faculty administrators with faculty rank. These may change with each academic year, through discussions between you and your Department Head and Dean for your area of instruction. Your performance will be reviewed and evaluated on the basis of how well you fulfill these duties. The responsibilities for this position will include some or all of the following: (1) leadership and service, (2) research and creative activities, (3) teaching and mentoring, exemplifying Christian character and conduct, (4) recruiting and advising, and (5) administration and cooperative and collaborative efforts. Your responsibilities may include involvement in off-campus, evening or weekend duties, as well as other Calvary community efforts, as Calvary leadership requires. Faculty administrator teaching load is normally 3 semester hours per semester.

III. FACULTY RESPONSIBILITIES**As Practitioners**

Calvary University faculty administrators are expected to lead by example in spiritual growth and maturity and are expected to be engaged in external service or ministry, using their skills and training to benefit the church and the broader community as well. Calvary faculty administrators will attend required meetings such as chapels, faculty meetings, and other special events on campus, and will participate in workdays and other service opportunities. Faculty administrators will serve on committees, usually as part of their administrative

responsibilities. Faculty administrators are expected to serve in a collegial fashion and in accordance with Biblical, professional and ethical principles when dealing with faculty members, students, administrators, and members of the public.

As Researchers

Calvary university faculty are expected to maintain and demonstrate progress in a research agenda that addresses important problems and benefits others. Faculty administrators may be asked to assist in developing funding (grant writing) to help fund agenda, and produce publications (books, journal articles, scholarly papers, blogs, etc.) reflective of progress in their research agendas. As faculty, faculty administrators will maintain professional development according to personal needs and certification requirements.

As Teachers, Mentors, and Disciplers

Faculty administrator responsibilities regarding teaching, mentoring and discipling are identical to full-time faculty in that all Calvary faculty are expected to serve students in a highly professional manner. Calvary University faculty are expected to ground their classes and programs in the Biblical worldview, and not simply integrate Biblical truth into their teaching. Faculty are expected to teach effectively, employing best practices in pedagogy and application of technology. Faculty will prepare course materials for assigned courses and teach appropriate hours according to the Faculty Handbook, as assigned. Faculty are expected to be involved in mentoring and discipling students beyond the classroom and will maintain posted office hours of at least 8 hours per week during courses assigned. Faculty are expected to be involved in academic mentoring as assigned.

As Department Builders

Calvary University faculty administrators are expected to identify, develop, and maintain strategic partnerships with church and industry partners to help build the department and the greater Calvary community. Faculty administrators will participate in the development and evaluation of departmental curriculum and assessment of programs and courses, as assigned.

As Recruiters

Calvary University faculty administrators are expected to recruit students through online and in-person promotion of upcoming classes and through participation in and presentation at scholarly conferences and other events. Faculty administrators are expected to assist the Admissions Department in representing their respective academic department through meetings with prospective students as requested.

IV. REQUIREMENTS

Personal

Calvary University requires that all faculty have a personal faith in Jesus Christ, demonstrate commitment to growth and maturity in Christ, agree unreservedly with Calvary University's statement of faith and positions, and be active in a local church.

Interpersonal

All Calvary University faculty must demonstrate skill in communicating effectively in order to recruit, advise, lead, and teach college students. Prior teaching experience at the college level is preferred. Faculty administrators must demonstrate organizational and administrative skills requisite to their areas of administrative responsibility. Faculty administrators must demonstrate capacity to build up and encourage colleagues as part of a larger team with a common mission.

Academic

Calvary University faculty must hold a minimum of a master's degree from a CHEA accredited institution (doctorate is preferred) in order to teach at the undergraduate level, and a doctorate or terminal degree from a CHEA accredited institution in order to teach at the graduate level. Faculty must hold any licenses, certifications, and/or registrations as required by the program area or discipline.

V. ACCOUNTABILITY

For the purposes of instructional responsibility, Calvary University faculty administrators will report directly to their respective Department Chair. Faculty performance will be evaluated annually by the Department Chair, the Dean, and the Chief Academic Officer, based on the order of priority of responsibilities listed in Calvary University's Values.

VI. WORKLOAD (measured at 100% for the faculty responsibility portion of a faculty administrator's total workload)

Practice – accounts for approximately 10% of total workload expectation.

Research – accounts for approximately 25% of total workload expectation.

Teaching – accounts for approximately 50% of total workload expectation. (*Faculty administrator load is 3 semester hours, with a maximum of 6 semester hours of overload.*)

Department Building – accounts for approximately 5% of total workload expectation.

Recruiting – accounts for approximately 10% of total workload expectation.

VII. SIGNATURES

Faculty Member _____ Date _____

Department Chair _____ Date _____

Dean _____ Date _____

Prospective employees will receive consideration without discrimination based on race, color, age, national origin, handicap or veteran status

Revised June 2023

Faculty Dean of a School



FULL-TIME FACULTY/DEAN OF A SCHOOL JOB DESCRIPTION

Added June 30, 2023

Job Title: Full-Time Faculty/Dean of a School

FLSA Status: Exempt with benefits

I. CALVARY UNIVERSITY VALUES

Calvary University values faculty who are committed to and demonstrate excellence as (1) practitioners, leading by example, and contributing through service and ministry in their respective fields, (2) continuing in research through a vibrant research agenda to grow the body of knowledge in and improve their respective fields, (3) capable teachers, mentors, and disciplers, exemplifying Christian character and conduct, able and eager to use their knowledge, experience, and maturity to benefit students, (4) effective in recruiting students to participate in their programs, and (5) skilled in developing strategic partnerships and collaborations to benefit their academic departments and to continually improve the quality of investment in Calvary University's students. Every faculty member is guaranteed academic freedom within the parameters of the General Standards and Statement of Faith and Positions of Calvary University.

II. GENERAL EXPECTATIONS

This document describes duties that Calvary University expects of faculty who serve as Dean. These may change with each academic year, through discussions between you and the Chief Academic Officer. Your performance will be reviewed and evaluated on the basis of how well you fulfill these duties. The responsibilities for this position will include some or all of the following: (1) leadership and service, (2) research and creative activities, (3) teaching and mentoring, exemplifying Christian character and conduct, (4) recruiting and advising, and (5) administration and cooperative and collaborative efforts. Responsibilities may include involvement in off-campus, evening or weekend duties, as well as other Calvary community efforts, as Calvary leadership requires. The Dean's teaching load is adjusted from the normal faculty load in accordance with the University's workload policy.

III. FACULTY DEAN OF A SCHOOL RESPONSIBILITIES

As Practitioners

Calvary University Deans are expected to lead by example in spiritual growth and maturity and are expected to be engaged in external service or ministry, using their skills and training to benefit the church and the broader community as well. Deans will attend required meetings such as chapels, faculty meetings, and other special events on campus, will serve on committees as assigned, and will participate in workdays and other service opportunities. Deans are expected to serve in a collegial fashion and in accordance with Biblical, professional and ethical principles when dealing with other faculty members, students, administrators, and members of the public.

As Researchers

Calvary University Deans are expected to maintain and demonstrate progress in a research agenda that addresses important problems and benefits others. Deans are expected to develop funding (grant writing) to help fund agenda, and produce publications (books, journal articles, scholarly papers, blogs, etc.) reflective of progress in their research agendas. Deans will maintain professional development according to personal needs and certification requirements.

As Teachers, Mentors, and Disciplers

Calvary University Deans are expected to ground their classes and programs in the Biblical worldview, and not simply integrate Biblical truth into their teaching. Deans are expected to teach effectively, employing best practices in pedagogy and application of technology. Deans will prepare course materials for assigned courses and teach appropriate hours according to the Faculty Handbook, as assigned. Deans are expected to be involved in mentoring and discipling students beyond the classroom and will maintain posted office hours of at least 8 hours per week during courses assigned. Deans are expected to ensure that all students within the school are mentored academically.

As Department/School Builders

Calvary University Deans are expected to lead their respective school, to maintain and implement respective school plans (annual and five-year) and budget, and to identify, develop, and maintain strategic partnerships with church and industry partners to help build their respective school and the greater Calvary community. Deans will lead in the development and evaluation of respective school curriculum and assessment of programs and courses.

As Recruiters

Calvary University Deans are expected to lead in recruiting students through online and in-person promotion of upcoming classes and departmental events, and through participation in and presentation at scholarly conferences and other events. Deans are expected to assist the Admissions Department in representing the respective academic department through meetings with prospective students.

IV. REQUIREMENTS**Personal**

Calvary University requires that all Deans have a personal faith in Jesus Christ, demonstrate commitment to growth and maturity in Christ, agree unreservedly with Calvary University's statement of faith and positions, and be active in a local church.

Interpersonal

Calvary University Deans must demonstrate skill in organizational leadership and administration, must demonstrate capacity to build up and encourage colleagues as part of a larger team with a common mission, and must demonstrate skill in communicating effectively to recruit, advise, lead, and teach college students. Prior teaching experience at the college level is preferred. Faculty must demonstrate organizational and administrative skills requisite to their areas of administrative responsibility.

Academic

Calvary University Deans must hold a minimum of a master's degree from a CHEA accredited institution (doctorate is preferred) in order to lead and teach at the undergraduate level, and a doctorate or terminal degree from a CHEA accredited institution in order to lead and teach at the graduate level. Department Chairs must hold any licenses, certifications, and/or

registrations as required by the program area or discipline.

Professional

Calvary University Deans must have knowledge of programs within school in terms of requirements, policy, procedure, operation, and management; accreditation requirements generally and specifically those that apply to the Higher Learning Commission (HLC) and the Association of Biblical Higher Education (ABHE). Should have documented performance in the areas of teaching, scholarship, and service.

V. ACCOUNTABILITY

Calvary University Deans will report directly to the Chief Academic Officer. Deans' performance will be evaluated annually by the Chief Academic Officer, based on the order of priority of responsibilities listed in Calvary University's Values.

VI. SUMMARY OF RESPONSIBILITIES

General Responsibilities

As the Dean you are responsible to the Chief Academic Officer for all matters relating to the educational, budgetary, and administrative affairs of the school. You are charged with providing the vision and leadership needed for the school to excel and to advance the University's teaching, research, and service responsibilities.

Significant Duties and Responsibilities

The Dean is responsible, either directly or by delegation, for the following duties.

School Leadership

- Advance the University's mission, vision, and goals through the creation of an academic business plan.
- Nurture, facilitate growth and development, and set and uphold high standards for faculty, staff, and students.
- Create a positive work and learning environment within the school.

Academic Leadership

- Lead the educational, research, scholarly, and public engagement activities of the school through planning, implementation, and evaluation initiatives that ensure success, relevancy, and sustainability.
- Advocate on behalf of students and create initiatives to increase the diversity of the student body.
- Actively participate in the triennial program review process.
- Lead the school in compliance with accreditation standards.
- Represent the school to external constituencies and audiences.

Academic Unit Operations

- Mentor department chairs.
- Recruit and retain department chairs and faculty for the school.
- Effective management of the financial resources of the school.
- Monitor the status of academic facilities and forward repair requirements to the Academic Office.
- Engage with the Registrar and Department Chairs regarding allocation of classrooms for instruction and the Academic Office for allocation of administrative space for the school.
- Conduct regular and meaningful consultation, dialogue, and engagement with faculty,

students, and staff.

Engagement within the University Community

- Actively participate in the Academic Curriculum Committee (ACC) and other meetings to provide advice to the Chief Academic Officer.
- Lead and participate on University committees to support University requirements and advance the mission, vision, and goals.
- Participate in numerous University events as the representative of the school.
- Collaborate with other academic leaders to advance University-wide and interdisciplinary initiatives.

Alumni, Donors, and External Community

- Engage with external stakeholders including alumni, donors, churches and ministries employers of graduates, and interested community organizations to solicit external input regarding the impact of their college or school.
- Develop and implement fundraising strategies to obtain needed support for the school in conjunction with the Development Office.
- Engage stakeholders in meaningful interactions with the college or school that foster pride, advocacy, and private support.
- Enhance the stature and professional standing of the school among peers and relevant constituencies.

VII. WORKLOAD

Practice – accounts for approximately 10% of total workload expectation.

Research – accounts for approximately 20% of total workload expectation.

Teaching – accounts for approximately 37.5% of total workload expectation. *(Normal faculty load is 12 hours per traditional semester, overload is 13-18 hours. Deans are credited with an adjusted load per traditional semester for their leadership responsibilities.)*

Department Building – accounts for approximately 17.5% of total workload expectation.

Recruiting – accounts for approximately 15% of total workload expectation.

VIII. SIGNATURES

Dean _____ Date _____

Chief Academic Officer _____ Date _____

Prospective employees will receive consideration without discrimination based on race, color, age, national origin, handicap or veteran status.

Added June 2023

Faculty Department Chair



FULL-TIME FACULTY/DEPARTMENT CHAIR JOB DESCRIPTION

Revised June 30, 2023

Job Title: Full-Time Faculty/Department Chair
FLSA Status: Exempt with benefits

I. CALVARY UNIVERSITY VALUES

Calvary University values faculty who are committed to and demonstrate excellence as (1) practitioners, leading by example, and contributing through service and ministry in their respective fields, (2) continuing in research through a vibrant research agenda to grow the body of knowledge in and improve their respective fields, (3) capable teachers, mentors, and disciplers, exemplifying Christian character and conduct, able and eager to use their knowledge, experience, and maturity to benefit students, (4) effective in recruiting students to participate in their programs, and (5) skilled in developing strategic partnerships and collaborations to benefit their academic departments and to continually improve the quality of investment in Calvary University's students. Every faculty member is guaranteed academic freedom within the parameters of the General Standards and Statement of Faith and Positions of Calvary University.

II. GENERAL EXPECTATIONS

This document describes duties that Calvary University expects of faculty who serve as Department Chair. These may change with each academic year, through discussions between you and your Dean and the Chief Academic Officer. Your performance will be reviewed and evaluated on the basis of how well you fulfill these duties. The responsibilities for this position will include some or all of the following: (1) leadership and service, (2) research and creative activities, (3) teaching and mentoring, exemplifying Christian character and conduct, (4) recruiting and advising, and (5) administration and cooperative and collaborative efforts. Responsibilities may include involvement in off-campus, evening or weekend duties, as well as other Calvary community efforts, as Calvary leadership requires. The Department Chair's teaching load is adjusted from the normal faculty load in accordance with the University's workload policy.

III. FACULTY DEPARTMENT CHAIR RESPONSIBILITIES

As Practitioners

Calvary University Department Chairs are expected to lead by example in spiritual growth and maturity and are expected to be engaged in external service or ministry, using their skills and training to benefit the church and the broader community as well. Department Chairs will attend required meetings such as chapels, faculty meetings, and other special events on campus, will serve on committees as assigned, and will participate in workdays and other service opportunities. Department Chairs are expected to serve in a collegial fashion and in accordance with Biblical, professional and ethical principles when dealing with other faculty members, students, administrators, and members of the public.

As Researchers

Calvary University Department Chairs are expected to maintain and demonstrate progress in a research agenda that addresses important problems and benefits others. Department Chairs are expected to develop funding (grant writing) to help fund agenda, and produce publications (books, journal articles, scholarly papers, blogs, etc.) reflective of progress in their research agendas. Department Chairs will maintain professional development according to personal needs and certification requirements.

As Teachers, Mentors, and Disciplers

Calvary University Department Chairs are expected to ground their classes and programs in the Biblical worldview, and not simply integrate Biblical truth into their teaching. Department Chairs are expected to teach effectively, employing best practices in pedagogy and application of technology. Department Chairs will prepare course materials for assigned courses and teach appropriate hours according to the Faculty Handbook, as assigned. Department Chairs are expected to be involved in mentoring and discipling students beyond the classroom and will maintain posted office hours of at least 8 hours per week during courses assigned. Department Chairs are expected to ensure that all students within the department are mentored academically.

As Department Builders

Calvary University Department Chairs are expected to lead the department, to maintain and implement department plans (annual and five-year) and budget, and to identify, develop, and maintain strategic partnerships with church and industry partners to help build the department and the greater Calvary community. Department Chairs will lead in the development and evaluation of departmental curriculum and assessment of programs and courses.

As Recruiters

Calvary University Department Chairs are expected to lead in recruiting students through online and in-person promotion of upcoming classes and departmental events, and through participation in and presentation at scholarly conferences and other events. Department Chairs are expected to assist the Admissions Department in representing the respective academic department through meetings with prospective students.

IV. REQUIREMENTS**Personal**

Calvary University requires that all Department Chairs have a personal faith in Jesus Christ, demonstrate commitment to growth and maturity in Christ, agree unreservedly with Calvary University's statement of faith and positions, and be active in a local church.

Interpersonal

Calvary University Department Chairs must demonstrate skill in organizational leadership and administration, must demonstrate capacity to build up and encourage colleagues as part of a larger team with a common mission, and must demonstrate skill in communicating effectively to recruit, advise, lead, and teach college students. Prior teaching experience at the college level is preferred. Faculty must demonstrate organizational and administrative skills requisite to their areas of administrative responsibility.

Academic

Calvary University Department Chairs must hold a minimum of a master's degree from a CHEA accredited institution (doctorate is preferred) in order to lead and teach at the

undergraduate level, and a doctorate or terminal degree from a CHEA accredited institution in order to lead and teach at the graduate level. Department Chairs must hold any licenses, certifications, and/or registrations as required by the program area or discipline.

Professional

Calvary University Department Chairs must have knowledge of programs within department in terms of requirements, policy, procedure, operation, and management; accreditation requirements generally and specifically those that apply to the Higher Learning Commission (HLC) and the Association of Biblical Higher Education (ABHE). Should have documented performance in the areas of teaching, scholarship, and service.

V. ACCOUNTABILITY

Calvary University Department Chairs will report directly to their respective Dean. Department Chairs performance will be evaluated annually by the Dean and the Chief Academic Officer, based on the order of priority of responsibilities listed in Calvary University's Values.

VI. SUMMARY OF RESPONSIBILITIES

General Responsibilities

As the Department Chair you have authority and responsibility for program development and delivery, managing faculty teaching assignments in conjunction with the Registrar and the Academic Office, and budgeting and resource management as detailed in the sections below. This authority is subject to approval by the Chief Academic Officer. As the department leader, you will coordinate departmental activity with the activities of other units in the University and, in collaboration with other academic leaders, assists in the development and implementation of University initiatives.

Significant Duties and Responsibilities

The Department Chair is responsible, either directly or by delegation, for the following duties.

Department Leadership

- Work with faculty, students, and staff to establish and maintain a long-term vision for the department that is consistent with the University's mission.
- Serve as a liaison between the department and other units of the institution.
- Ensure departmental compliance with University policies.

Department Curriculum

- Oversee curriculum development and revisions for the department.
- Review and assess academic programs offered by the department consistent with the University's assessment plan.
- Assess outcomes courses taught within the department.
- Initiate new academic programs and projects when appropriate.
- Oversee the creation, maintenance, and currency of curricular documentation (syllabi, Carnegie Unit Worksheets, curriculum maps).

Department Operations

- Manage course schedules that serve program and student needs.
- Manage course instructor assignments.
- Oversee the department's fiscal operations; develop and regularly monitor the department budget.
- Review and revise department information published in University catalog and on website.

- Monitor the maintenance of departmental print and electronic records, including websites, and coordinate with the appropriate University offices as needed.

Personnel

- Recruit and supervise faculty.
- Support and oversee development of the department faculty.

Students

- Recruit and retain students in the department's programs.
- Coordinate student advising with the Associate Registrar and track student degree progress.
- Evaluate student transfer credit when requested by the Registrar and or Associate Registrar.

VII. WORKLOAD

Practice – accounts for approximately 10% of total workload expectation.

Research – accounts for approximately 20% of total workload expectation.

Teaching – accounts for approximately 37.5% of total workload expectation. *(Normal faculty load is 12 hours per traditional semester, overload is 13-18 hours. Department Chairs are credited with 3 hours of load per traditional semester for their leadership responsibilities.)*

Department Building – accounts for approximately 17.5% of total workload expectation.

Recruiting – accounts for approximately 15% of total workload expectation.

VIII. SIGNATURES

Department Chair _____ Date _____

Dean _____ Date _____

Prospective employees will receive consideration without discrimination based on race, color, age, national origin, handicap or veteran status

Revised June 2023

Faculty**FULL-TIME FACULTY JOB DESCRIPTION***Revised June 30, 2023*

Job Title: Full-Time Faculty
FLSA Status: Exempt with benefits

I. CALVARY UNIVERSITY VALUES

Calvary University values faculty who are committed to and demonstrate excellence as (1) practitioners, leading by example, and contributing through service and ministry in their respective fields, (2) continuing in research through a vibrant research agenda to grow the body of knowledge in and improve their respective fields, (3) capable teachers, mentors, and disciplers, exemplifying Christian character and conduct, able and eager to use their knowledge, experience, and maturity to benefit students, (4) effective in recruiting students to participate in their programs, and (5) skilled in developing strategic partnerships and collaborations to benefit their academic departments and to continually improve the quality of investment in Calvary University's students. Every faculty member is guaranteed academic freedom within the parameters of the General Standards and Statement of Faith and Positions of Calvary University.

II. GENERAL EXPECTATIONS

This document describes duties that Calvary University expects of faculty members. These may change with each academic year, through discussions between you and your Department Head and Dean. Your performance will be reviewed and evaluated on the basis of how well you fulfill these duties. The responsibilities for this position will include some or all of the following: (1) leadership and service, (2) research and creative activities, (3) teaching and mentoring, exemplifying Christian character and conduct, (4) recruiting and advising, and (5) administration and cooperative and collaborative efforts. Your responsibilities may include involvement in off-campus, evening or weekend duties, as well as other Calvary community efforts, as Calvary leadership requires. Adjustments to teaching responsibilities may be made in accordance with the University's workload policy based on the type of courses to which you are assigned and the extent of administrative responsibilities in other areas.

III. FACULTY RESPONSIBILITIES**As Practitioners**

Calvary University faculty are expected to lead by example in spiritual growth and maturity and are expected to be engaged in external service or ministry, using their skills and training to benefit the church and the broader community as well. Calvary faculty will attend required meetings such as chapels, faculty meetings, and other special events on campus, will serve on committees as assigned, and will participate in workdays and other service opportunities. Faculty are expected to serve in a collegial fashion and in accordance with Biblical, professional and ethical principles when dealing with other faculty members, students, administrators, and members of the public.

As Researchers

Calvary University faculty are expected to maintain and demonstrate progress in a research agenda that addresses important problems and benefits others. Faculty are expected to develop funding (grant writing) to help fund agenda, and produce publications (books, journal articles, scholarly papers, blogs, etc.) reflective of progress in their research agendas. Faculty will maintain professional development according to personal needs and certification requirements.

As Teachers, Mentors, and Disciplers

Calvary University faculty are expected to ground their classes and programs in the Biblical worldview, and not simply integrate Biblical truth into their teaching. Faculty are expected to teach effectively, employing best practices in pedagogy and application of technology. Faculty will prepare course materials for assigned courses and teach appropriate hours according to the Faculty Handbook, as assigned. Faculty are expected to be involved in mentoring and discipling students beyond the classroom and will maintain posted office hours of at least 8 hours per week during courses assigned. Faculty are expected to be involved in academic mentoring as assigned.

As Department Builders

Calvary University faculty are expected to identify, develop, and maintain strategic partnerships with church and industry partners to help build the department and the greater Calvary community. Faculty will participate in the development and evaluation of departmental curriculum and assessment of programs and courses, as assigned.

As Recruiters

Calvary University faculty are expected to recruit students through online and in-person promotion of upcoming classes and through participation in and presentation at scholarly conferences and other events. Faculty are expected to assist the Admissions Department in representing the respective academic department through meetings with prospective students as requested.

IV. REQUIREMENTS**Personal**

Calvary University requires that all faculty have a personal faith in Jesus Christ, demonstrate commitment to growth and maturity in Christ, agree unreservedly with Calvary University's statement of faith and positions, and be active in a local church.

Interpersonal

Calvary University faculty must demonstrate skill in communicating effectively in order to recruit, advise, lead, and teach college students. Prior teaching experience at the college level is preferred. Faculty must demonstrate organizational and administrative skills requisite to their areas of administrative responsibility. Faculty must demonstrate capacity to build up and encourage colleagues as part of a larger team with a common mission.

Academic

Calvary University faculty must hold a minimum of a master's degree from a CHEA accredited institution (doctorate is preferred) in order to teach at the undergraduate level, and a doctorate or terminal degree from a CHEA accredited institution in order to teach at the graduate level. Faculty must hold any licenses, certifications, and/or registrations as required by the program area or discipline.

V. ACCOUNTABILITY

Calvary University faculty will report directly to their respective Department Chair. Faculty performance will be evaluated annually by the Department Chair, the Dean, and the Chief Academic Officer, based on the order of priority of responsibilities listed in Calvary University's Values.

VI. WORKLOAD

Practice – accounts for approximately 10% of total workload expectation.

Research – accounts for approximately 25% of total workload expectation.

Teaching – accounts for approximately 50% of total workload expectation. (*Normal faculty load is 12 hours per traditional semester, overload is 13-18 hours.*)

Department Building – accounts for approximately 5% of total workload expectation.

Recruiting – accounts for approximately 10% of total workload expectation.

VII. SIGNATURES

Faculty Member _____ Date _____

Department Chair _____ Date _____

Dean _____ Date _____

Prospective employees will receive consideration without discrimination based on race, color, age, national origin, handicap or veteran status

Revised June 2023

Adjunct Faculty



ADJUNCT FACULTY JOB DESCRIPTION

Revised October 25, 2024

Job Title: Adjunct Faculty
Location: Kansas City, Missouri or Online
FLSA Status: Exempt, without benefits

I. CALVARY UNIVERSITY VALUES

Calvary University values faculty who are committed to and demonstrate excellence as (1) practitioners, leading by example, and contributing through service and ministry in their respective fields and (2) capable teachers, mentors, and disciplers, able and eager to use their knowledge, experience, and maturity to benefit students. Every faculty member is guaranteed academic freedom within the parameters of the General Standards and Statement of Faith and Positions of Calvary University.

II. GENERAL EXPECTATIONS

This document describes duties that Calvary University expects of faculty members. These may change with each academic year, through discussions between you and your Department Head and Dean. Your performance will be reviewed and evaluated on the basis of how well you fulfill these duties. The responsibilities for this position will include some or all of the following: (1) leadership and service, (2) teaching and mentoring, and (3) administration and cooperative and collaborative efforts. Your responsibilities may include involvement in off-campus, evening or weekend duties, as well as other Calvary community efforts, as Calvary leadership requires. Adjustments to teaching responsibilities may be made in accordance with the University's workload policy based on the type of courses to which you are assigned and the extent of administrative responsibilities in other areas.

III. FACULTY RESPONSIBILITIES

As Practitioners

Calvary University faculty are expected to lead by example in spiritual growth and maturity and are expected to be engaged in external service or ministry, using their skills and training to benefit the church and the broader community as well. Calvary faculty are expected to serve in a collegial fashion and in accordance with Biblical, professional and ethical principles when dealing with other faculty members, students, administrators, and members of the public.

As Teachers, Mentors, and Disciplers

Calvary University faculty are expected to ground their classes and programs in the Biblical worldview, and not simply integrate Biblical truth into their teaching. Faculty are expected to teach effectively, employing best practices in pedagogy and application of technology. Faculty will prepare course materials for assigned courses and teach appropriate hours according to the Faculty Handbook, as assigned.

IV. REQUIREMENTS

Personal

Calvary University requires that all faculty have a personal faith in Jesus Christ, demonstrate commitment to growth and maturity in Christ, agree unreservedly with Calvary University's Statement of Faith and Positions, and be active in a local church.

Interpersonal

Calvary University faculty must demonstrate skill in communicating effectively in order to lead and teach college students. Prior teaching experience at the college level is preferred. Faculty must demonstrate capacity to build up and encourage colleagues as part of a larger team with a common mission.

Academic

Calvary University faculty must hold a minimum of a master's degree from a CHEA accredited institution (doctorate is preferred) in order to teach at the undergraduate level, and a doctorate or terminal degree from a CHEA accredited institution in order to teach at the graduate level. Faculty must hold any licenses, certifications, and/or registrations as required by the program area or discipline.

Qualifications specific to this position:

- Required: Master's degree in [Field] or related field, with a minimum of 18 graduate hours in [Field].
- Preferred: PhD preferred
- College teaching experience and/or experience as a [Position in the field].

V. ACCOUNTABILITY

Calvary University faculty will report directly to their respective Department Chair. Faculty performance will be evaluated annually by the Department Chair, the Dean, and the Chief Academic Officer, based on the order of priority of responsibilities listed in Calvary University's Values.

VI. WORKLOAD

Workload will vary based on number of credit hours being taught, up to a maximum of 12 hours.

VII. SIGNATURES

Faculty Member _____ Date _____

Department Chair _____ Date _____

Dean _____ Date _____

Prospective employees will receive consideration without discrimination based on race, color, age, national origin, handicap or veteran status.

Revised October 2024

APPENDIX O - FACULTY PROMOTION IN RANK FORM

CALVARY UNIVERSITY
Faculty Application for Promotion in Rank

Name _____ Date _____

Current Rank _____ Years served at this rank _____

1) Please list all terminal degrees _____

2) Please list any degrees in progress _____

3) Please list all earned non-terminal degrees _____

4) Please list total years of successful teaching or faculty experience.

5) Please list additional credentials/expertise: Recognized expertise in an area of study, peer-reviewed articles, book publications, etc.

Faculty Signature _____

In order to apply for a promotion in rank, faculty member should complete:

- Page 1 *Application for Promotion* – Submit to Academic Office.
- Header of Page 2 *Recommendation for Promotion*, listing current rank - Provide this recommendation form to your Department Chair for completion and submission to the Academic Office.

Both pages are due to the Academic Office by the end of Spring Session 1, for eligibility for promotion in rank at the spring Awards Chapel.

CALVARY UNIVERSITY
Department Chair Recommendation for Faculty Promotion in Rank

Name _____ **Date** _____

Current Rank _____ **Years served at this rank** _____

1) Please describe faculty member's contribution to the academic department and division.

2) Please describe the faculty member's involvement in extracurricular events.

3) Please describe the faculty member's relationship with students – advising, office hours, lunch, etc.

4) Please list any additional feedback concerning recommendation of faculty member for promotion in rank.

CALVARY UNIVERSITY

Rank and Promotion – Policy, Procedures and Criteria

Faculty Handbook Policy

Instructor

This is the initial rank for a teacher or faculty administrator with a master's degree but no previous post-secondary education teaching experience or administrative experience. This rank is usually held for two years before promotion to Assistant Professor is considered.

Assistant Professor

Assistant Professor is the initial rank for a faculty member who possesses an earned doctorate or terminal degree. This rank usually requires some graduate work above the master's degree level (i.e., work toward a second masters, first professional, terminal, or doctorate). Other considerations for promotion could include recognized expertise in the area of study or a history of peer-reviewed articles or book publication. This rank is usually held for three years before promotion to Associate Professor is considered.

Associate Professor

This rank usually requires a terminal degree or earned doctorate or candidacy for an earned doctorate plus at least five total years of successful teaching or faculty administrative experience. For those starting as an Assistant Professor due to an earned doctorate or terminal degree, three years of successful teaching or faculty administrative experience at the university level is acceptable instead of five years. This rank is usually held for three years before promotion to Professor is considered.

Professor

This rank requires a terminal degree or earned doctorate in the faculty member's field of study plus eight years' successful teaching or faculty administrative experience. For those starting as an Assistant Professor due to an earned doctorate or terminal degree, six years of successful teaching or faculty administrative experience at the university level is acceptable instead of eight years.

Procedures for Evaluating Rank and Promotion

A Dean's Meeting will be scheduled for early in Spring Session 1. The Chief Academic Officer and Deans will review the *Faculty Promotion Application* and *Department Chair Recommendation for Promotion* and will complete a *Criteria for Faculty Rank and Promotion* worksheet.

The Chief Academic Officer and Department Chair shall review the results of this form with the faculty member as necessary.

Criteria for Faculty Rank and Promotion – See attached rubric

**Faculty Promotion Rubric
Calvary University**

Evaluation Areas (20% per area)	Unsatisfactory (1)	Progressing (2)	Satisfactory (3)	Above Expected (4)	Excellent (5)	Subtotals (Score*4=Subtotal)
Practitioners	Absence of evidence of external ministry or community support; inconsistent attendance at meetings and chapels, avoid committees.	Inconsistent involvement in external ministry or service and internal meetings, chapels, or committee engagement.	Consistent involvement in external ministry to benefit the church and community. Participate on committees, attend meetings and chapels.	Exceed expectations with active external ministry and church support. Serve as committee chair or sub-chair on at least one committee, attend chapel and meetings.	Exceptional contribution to external ministry and church support. Active committee engagement by serving as committee chair, demonstrated leader in on campus student ministry.	
Researchers	Absence of evidence of research activity.	Inconsistent or minimal evidence of satisfactory research activity.	At least one scholarship product (article, book, funded project, peer reviewer for a journal, collaborative research).	At least two scholarship products.	At least three scholarship products.	
Teachers	Absence of evidence that faculty is performing in a satisfactory manner including significantly low SRI scores.	Inconsistent or minimal evidence that faculty is performing in a satisfactory manner	Meet all job description teaching criteria, provide evidence of effective teaching, average student evaluations.	Exceeding expected performance in at least three ways including alignment of course development standards (SLOs, PLOs, ILOs), coordination of academic programs, innovative use of technology, curricular contribution to accreditation.	High student SRI scores, meeting above performance expectations in at least five ways.	

Evaluation Areas (20% per area)	Unsatisfactory (1)	Progressing (2)	Satisfactory (3)	Above Expected (4)	Excellent (5)	Subtotals (Score*4=Subtotal)
Recruiters	Absence of evidence of recruiting activity.	Inconsistent support of admissions efforts or contact with potential students.	Participate with admissions in at least one method/way to assist in recruiting activities.	Exceed expected performance in at least two ways (recruiting trips, represent the University at conferences or workshops, meeting with prospective students).	Exceed expected performance in at least three ways.	
Department Builders	Absence of evidence of supporting external church and/or industry engagement on behalf of the department.	Inconsistent support of external church and/or industry engagement on behalf of the department.	Engage local churches and ministries through strategic partnerships, active involvement in supporting the greater Calvary community including alumni.	Exceed expected levels of local church, parachurch, and/or industry engagement by establishing at least one strategic partnership supporting the University and the greater Calvary community.	Exceed expected levels of local church, parachurch, and/or industry engagement by establishing two or more strategic partnerships supporting the University and the greater Calvary community.	
Total (maximum 100; minimum for promotion 70)						

Evidence Examples:

1. Practitioners:
 - a. Internal: committee chair or committee service, curriculum development, accreditation self-study preparation.

- b. External: active church ministry service, parachurch ministry service, community service, peer-reviewer, student mentoring, advise and support local businesses or non-profit organizations.
- 2. Researchers: journal articles, books or chapters in books, external grant applications, grant administrator, collaborative research with published results, research presentations, dissertations, theses, conference presentations, national or regional scholarly awards.
- 3. Teaching quality: Student Rating of Instruction scores, syllabi quality, thesis committee service or direction, instructional innovation, technological sophistication, course curriculum development, honors or teaching awards.