



Caroline
University

POLICY MANUAL

2024-2025

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General Policies

History

Established in 2016, Caroline University continues to provide students with education of Christian higher education in the area of business administration, philosophy and computer science. Caroline University perpetuates to provide programs that meet the needs of the diverse communities. Caroline University is approved by the California Bureau for Private Postsecondary Education (BPPE). We offer programs leading to the Bachelor of Business Administration, Master of Business Administration, Doctor of Business Administration, Master of Philosophy, Doctor of Philosophy and Master of Computer Information Systems. Caroline University is currently accredited by Transnational Association of Christian College and Schools (TRACS), that is recognized by both the U.S. Department of Education (USDOE) and the Council for Higher Education Accreditation (CHEA).

Mission Statement

The mission of Caroline University is to educate students to be global leaders to serve our communities and the world.

Institutional Objectives

To achieve mission, Caroline University has developed following institutional objectives:

1. The University is committed to offering programs that train students to demonstrate critical thinking and problem-solving skills in any given subject.
2. The University creates an atmosphere in which students can have meaningful interaction with faculty through lectures, presentations, forums and research; whereby students can demonstrate knowledge and skills in their chosen field.
3. The University offers courses that are essential to students for effective communication and the performance of presentations, whether in written or oral format.
4. The University seeks to equip students to demonstrate their professional knowledge in their chosen discipline.
5. The University continues to educate students to exercise a lifestyle of service based on learned biblical values.

Values

Caroline University's core values define the character of the institution and are active ingredients in all that the University does. Through our commitment to these values the University can better serve and be more responsive to its students, staff and community:

1. Integrity – Act in an honest, fair, and ethical manner, creating a culture of trust evidence in all activity and decision-making.

2. Excellence – Seeking high standards for delivering high-quality programs, teaching, service scholarship, and research performance with commitment to continued development.
3. Accountability – Ensuring academic integrity, continued assessment and fiscal integrity and value through keen management of resources available for the institution.
4. Leadership – Serving the community with humility, respect and cultural sensitivity
5. Respect – Embracing cultural diversity and treating others with civility, honor and professionalism in all matters.
6. Innovation – Encouraging, probing and supporting new ideas by fostering creativity, and creating an environment with chance to grow.
7. Collegiality – Working together as a team to encourage share of governance and engage in participation.

Institutional Learning Outcomes

Caroline University has five institutional learning outcomes that had been developed by the multiple stakeholders. These learning outcomes describe the characteristics that we hope and expect our students to exhibit by the time they finish their degree at Caroline University. These learning objectives are stated in measurable terms and approved and periodically reviewed by the institution's board:

1. *Critical Thinking and Problem-Solving Skills* – Students will demonstrate critical thinking and problem-solving skills in their field
2. *Professional Knowledge* - Demonstrate advanced knowledge and skills in their chosen field.
3. *Excellent Communication* - Perform effective communication in oral, written, and research setting
4. *Biblical Knowledge* - Demonstrate knowledge of the Bible and understanding of Christian doctrine.
5. *Service* - Apply a lifestyle of service and leadership

New Policies and Procedures

Caroline University makes every effort to inform its students of changes to policies procedures and update the Policies Manual. The University will continue to bring new Policies or Procedures to the students', Staff's, and Faculty's attention in the following ways:

1. Post on all bulletin boards.
2. Instructors will make announcements during class.
3. They will be introduced at the orientation for student, faculty and staff.

Faith Statement

We believe that the Scripture of the Old and New Testament are the inspired, the only infallible, and authoritative word of God.

We believe that there is one God, creator of heaven and earth, eternally existent in three persons – Father, Son, and Holy Spirit.

We believe that God has revealed Himself and His Truth in the created order, in the Scriptures, and supremely in Jesus Christ.

We believe that God has created humanity in His image and likeness, but the disobedience of Adam, all humankind was alienated from God and lost.

We believe that Jesus Christ is the Messiah, the Son of God, born of the Virgin Mary, who died on the cross, was physically resurrected from the dead, ascended into heaven, and will one day return in His glory to reign upon the earth.

We believe that the Lord Jesus Christ died for our sins, according to the Scriptures; whoever believes in him shall not perish but have everlasting life.

We believe that the Holy Spirit indwells and gives life to believers, enables them to understand the Scriptures, empowers them for godly living and equips them for service and witness.

We believe that the Church is the body of Christ and that the people of God are called to community, worship, discipleship, mission, and education.

BPPE Disclosures

Caroline University is currently approved by the California BPPE to offer degree program as accredited institution. Caroline University is a private institution, and it is approved by the California BPPE as accredited institution, and that approval to operate means compliance with state standards as set forth in the CEC and 5, CCR.

Questions

Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at 1747 N. Market Blvd. Ste 225 Sacramento, CA 95834 or P.O. Box 980818, West Sacramento, CA 95798-0818; Web site address: www.bppe.ca.gov; Telephone and Fax #s: (888) 370-7589 or by fax (916) 263-1897; (916) 574-8900 or by fax (916) 263-1897

Complaints

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 or by completing a complaint form, which can be obtained on the bureau's Internet Web site (www.bppe.ca.gov).

Caroline University is accredited by the Transnational Association of Christian Colleges and Schools (TRACS). Any student who has already followed the Complaint Procedures and feels the issue is not resolved, may contract TRACS. Student should follow the TRACS Complaint Policy and Complete the TRACS Complaint Form which can be obtained on the TRACS's Website (www.tracs.org).

TRACS: 15935 Forest Road, Forest, Virginia 24551
Telephone: (434)525-9359; Email: info@tracs.org Website: www.tracs.org

Complaint Resolution

If students have complaints about individual faculty members regarding particular course requirement(s), examination(s), or grade(s), or pertaining to general issues, such as teaching method and classroom conduct, they should bring the matter directly to the individual faculty member. If a student is not satisfied with the faculty member's response, the student may bring the matter to the Dean of the Academics for a final decision.

The Dean will work with the student and the faculty member towards a resolution and must inform them of the decision in writing within two weeks. If the student is not satisfied with the school's final decision, the student may file a complaint with the Bureau for Private Postsecondary Education (BPPE).

Transferability of Credits

The transferability of credits you earn at Caroline University is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the degree, diploma, or certificate you earn in our educational programs is also at the complete discretion of the institution to which you may seek to transfer.

If the credits or degree, diploma, or certificate that you earn at this institution are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason, you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending Caroline University to determine if your credits or degree, diploma or certificate will transfer.

Accreditation

Caroline University is a member of the Transnational Association of Christian Colleges and Schools (TRACS) [15935 Forest Road, Forest, VA 24551; Telephone: (434)525-9539; e-mail: info@tracs.org], having been awarded the Accredited Status as a Category IV institution by the TRACS Accreditation Commission on April 13, 2021. This status is effective for a period of up to five years. TRACS is recognized by the United States Department of Education (USDOE), the Council for Higher Education (CHEA), and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE). Transnational Association of Christian Colleges and Schools (TRACS), 15935 Forest Road, Forest, VA 24551; Telephone: 434-525-9539; Email: info@tracs.org.

Bankruptcy

Caroline University has NO pending petition in bankruptcy, is NOT operating as a debtor in possession, has NOT filed a petition within the preceding five years, and has NO petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et seq.).

Professional Position Requirements

Caroline University's academic programs are designed to lead to positions in professional, occupational, trade, or career fields that do NOT require licensure in California.

If you seek positions in a career field that requires any license, certificate, permit, or similar credential that a person must hold to lawfully engage in a profession, occupation, trade, or career field, please find a Continuing educational program that is designed to obtain licensure.

Prospective students are entitled to receive notice to that effect and a list of the requirements for eligibility for licensure established by the state, including any applicable course requirements established by the state.

Disciplinary Policy

The primary goal of the Caroline University Disciplinary Policy is always to pursue the full restoration of the involved student. With this goal in mind, the suspension of a student from Caroline University is not a desired result, but suspension may occur if a student shows an unwillingness to comply with or meet the

objectives of a restorative action plan. Intermediate consequences are employed whenever possible to avoid suspension or expulsion. Each incident is reviewed on a case-by-case basis, with consideration of (1) the severity of the violation, (2) the context of the incident, (3) a history of prior misconduct, (4) the responsiveness of the accused to confrontation, and (5) the degree to which the individual displays genuine repentance.

Community members are expected to provide firsthand testimony that will bring greater clarity and understanding to the review. While painstaking efforts are taken to maintain consistency from case to case and individual to individual, confidentiality often prevents the disclosure of details that contribute to a decision, occasionally resulting in unanswered questions regarding a disciplinary outcome. Uninformed community members are asked to extend the benefit of doubt to officials, knowing that prayerful consideration has been employed in the proceedings and the subsequent outcome.

The Dean of Students serves as the chief student conduct officer for Caroline University and works with other administrators to resolve student disciplinary matters. The Student Handbook provides guidelines that are used to establish continuity for administering consequences for violating community standards.

Student Rights under FERPA

From time to time, pastors, parents, and others request information from the university about a particular student. With few exceptions, Federal law (the Family Educational Rights and Privacy Act, or FERPA) prevents the school from disclosing academic records, student disciplinary matters, student finances, and other personally identifiable educational records without the student's express written permission. Students also have the following rights under FERPA.

1. The right to inspect and review the student's education records within 45 days of the day Caroline University receives a request for access. Students should submit to the Registrar, Dean of Students, or Academic Dean written requests that identify the record(s) they wish to inspect. Caroline University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by Caroline University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.
2. The right to request the amendment of the student's education records that the student believes are inaccurate or misleading. The student should write Caroline University official responsible for the record, clearly identify the part of the record he or she wants changed and specify why it is inaccurate or misleading. If Caroline University decides not to amend the record as requested by the student, Caroline University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided at that time.
3. The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. One exception, which permits disclosure without consent, is disclosure to school officials with legitimate educational interests. A school official is defined as a person employed by Caroline University in an administrative, supervisory, academic, or support staff position (including law enforcement unit and health staff); a person or company with whom the university has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Directors; or assisting another school official in performing his

or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

Upon request, Caroline University discloses education records without consent to officials of another school in which a student seeks or intends to enroll.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by Caroline University to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:

**Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, S.W.
Washington, DC 20202-4605**

In accordance with Section 99.37 of the FERPA regulations, Caroline University reserves the right to publish directory information about students, including the student's name, local address and phone number, academic program (including major, minor, and concentration), and home church.

Student Government

All registered students are members of the Student Association. The purpose of the student government is to promote Christian fellowship among students and to advance the kingdom of God and the mission of Caroline University. Activities of the Association are supported through a student fee and individual gifts.

The officers of the Association—President, Vice President, Secretary, and Treasurer—are elected annually by the members. The Student Council consists of three representatives from each class plus the student body president. These students serve as a “sounding board” for the administration regarding policies that affect the students. They are also responsible for planning certain student activities such as clubs and social events.

Student Library Rules of Conduct

To maintain a professional atmosphere, please maintain the same rules elsewhere in the catalog and the following additional behaviors while using the library:

- 1 Accept assigned duties and responsibilities.
- 2 An act of dishonesty is the most serious violation of student conduct.
- 3 Cheating is the unauthorized use of study aids, examination files, and other related materials and receiving unauthorized assistance during any academic exercise.
- 4 Demonstrate a well-rounded personality and professional competence while completing their graduation requirements.
- 5 Demonstrate initiative and productivity.
- 6 Demonstrate sensitivity, compassion and a caring attitude towards your peers and patients.
- 7 Demonstrate strong ethical character.
- 8 Fabrication is the falsification or invention of any information in an academic setting.

- 9 Food or drink is NOT permitted in the classrooms, unless exception is granted by a member of management.
- 10 Maintain professional grooming and personal hygiene at all times.
- 11 Rules of conduct are based on the California Administrative Code.
- 12 Treat people as you would like to be treated.

Violation of the rules of conduct present in the catalog may lead to dismissal from the School and/or probation. All disciplinary matters will come before the administration, which will review the complaint, interview the person(s) involved and make a determination of the action. Results may include: dismissal of the charge, dismissal of the student, probation or suspension for a specified period of time. The finding will become part of the student's permanent file, possibly affecting a recommendation from the School. The School reserves the right to dismiss any student for whom it feels continuation would be a detriment to the student, fellow students and/or the School.

Tuition and Fees

All new students must pay tuition and fees in full at registration. Returning students who cannot pay tuition and fees in full at registration may apply for the Deferred Payment Plan in the Business Office. To qualify for the Deferred Payment Plan, the student's account from the previous semester must be paid in full. The student must then pay at least 25 percent of the tuition and fees that are due in the current semester. The balance, plus a five percent fee, is divided into three equal payments. Each of these payments is due on the 15th of the month (or the first business day thereafter) for the next three months.

If you have been given permission to pay in this way, and you are not able to make a scheduled payment, you should contact the Business Office right away. If you fail to make a payment as scheduled, you will be charged a late payment fee of ten percent of the amount of the payment.

Note that the deferred payment plan may not be available for certain semester. In such case, all tuition and fees must be paid prior to the state of the semester.

Unpaid Accounts

Students who do not maintain current financial accounts with the university will be denied the privilege of classroom attendance beginning five days after the payment is due. Absences will be counted until the payment is made in full or until withdrawal is instituted.

A student whose account is not paid in full (including tuition and fees) by the end of the semester will not be allowed to reenroll in the subsequent semester.

Caroline University makes exceptions to this policy only with the approval of the President. In those cases where the university elects to make an exception, the student is required to sign and comply with an approved payment agreement. If the student withdraws from the university without paying the account in full, the payment plan becomes void and the university has the right to collect the unpaid amount immediately. Should the university find it necessary to use the services of a collection agency or attorney,

the former student is responsible for all court costs, reasonable collection and litigation fees, up to 100 percent of the balance due.

A student will not be allowed to participate in graduation ceremonies or receive grades, a certificate, a diploma, a degree, a transcript, or a letter of recommendation until all financial obligations have been satisfied in accordance with the university's financial policies.

Loans

If a student obtains a loan to pay for an educational program, the student will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund, and that, if the student has received federal student financial aid funds, the student is entitled to a refund of the money not paid from federal student financial aid program funds.

Student Responsibilities

1. In addition to the requirements described in this catalog under sections on attendance, satisfactory progress etcetera, students are expected to follow standards of conduct and ethical consideration generally found in the professional workplace.
2. Read and understand all forms that you are asked to sign and keep copies of them.
3. It is the student's responsibility to compare and choose the School they wish to attend. Tuition must be paid regardless of any future complaints or problems, unless discharged by a court of law.
4. Pay all installment payments on time.

Student Rights

1. Know what financing is available. For all loans you receive, you have the right to know the total amount that must be repaid, the monthly payment amount, the late penalty charge, the payback procedures, and the length of time you have to repay the loan, and when repayment is to begin.
2. Know the criteria for satisfactory progress and when you are not meeting these criteria.
3. You may stop school at any time and receive a refund for the part of the course you did not take (if payment has been made). The refund policy is in this catalog and also described in your enrollment agreement.
4. If you have unresolved complaints after following the grievance procedures, you may contact the Bureau for Private Postsecondary and Vocational Education. Read the section on grievance procedures carefully.

In compliance with Public Law 93-380, Section 483 (The Buckley Amendment), student grades, records, or personal information may not be given out to third persons without the written consent of the student. Permission must be given by the student in order for information in their file to be used as reference checks for credit or employment evaluation by third parties, and the student must file a declaration to this effect, which will be kept in the student file(s) the declaration can be all-inclusive or on a case-by-case access basis. **“The provision of financial aid data to authorized agencies is not a violation of the Buckley amendment.”**

Student Tuition Recovery Fund (STRF)

The Student Tuition Recovery Fund (STRF) is a fund established by the State of California for the purpose of reimbursing students when their state-approved schools close untimely. When students enroll

in a program, a fee is assessed in relation to the cost of tuition. When a school closure occurs, students may file within sixty days a claim for reimbursement from STRF for prepaid but unused tuition. Students should keep a copy of their enrollment agreements, tuition receipts or other financial documents that can be used to support a claim for reimbursement. For claim instructions or further information contact:

Bureau for Private Postsecondary Education
2535 Capitol Oaks Drive, Suite 400
Sacramento, CA 95833
Telephone: (916) 431-6959

Student Tuition Recovery Fund Disclosures

You must pay the state-imposed assessment for the Student Tuition Recovery Fund (STRF) if all of the following applies to you:

1. You are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition either by cash, guaranteed student loans, or personal loans, and
2. Your total charges are not paid by any third-party payer such as an employer, government program or other payer unless you have a separate agreement to repay the third party.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if either of the following applies:

1. You are not a California resident, or are not enrolled in a residency program, or
2. Your total charges are paid by a third party, such as an employer, government program or other payer, and you have no separate agreement to repay the third party.

According to 5CCR§76215(b) In addition to the statement described under subdivision (a) of this section, a qualifying institution shall include the following statement on its current schedule of student charges:

The State of California created the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic losses suffered by students in educational programs who are California residents, or are enrolled in a residency program attending certain schools regulated by the Bureau for Private Postsecondary Education.

You may be eligible for STRF if you are a California resident or are enrolled in a residency program, prepaid tuition, paid STRF assessment, and suffered an economic loss as a result of any of the following:

1. The school closed before the course of instruction was completed.
2. The school's failure to pay refunds or charges on behalf of a student to a third party for license fees or any other purpose, or to provide equipment or materials for which a charge was collected within 180 days before the closure of the school.

3. The school's failure to pay or reimburse loan proceeds under a federally guaranteed student loan program as required by law or to pay or reimburse proceeds received by the school prior to closure in excess of tuition and other costs.
4. There was a material failure to comply with the Act or this Division within 30-days before the school closed or, if the material failure began earlier than 30-days prior to closure, the period determined by the Bureau.
5. An inability after diligent efforts to prosecute, prove, and collect on a judgment against the institution for a violation of the Act.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

It is important that you keep copies of the enrollment agreement, financial aid papers, receipts, or any other information that documents money you paid to the institution.

Questions regarding the STRF may be directed to:

Bureau for Private Postsecondary Education

Physical Address: 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833

Mailing Address: P.O. Box 980818, West Sacramento, CA 95798-0818

Phone Number: (916) 431-6959 Toll Free: (888) 370-7589

Fax Number: (916) 263-1897 www.bppe.ca.gov

Admission Policy

Caroline University has policies and procedures regarding admission policy. An applicant for admission to a degree program must meet the minimum admission requirements for each program. Students with special circumstances and those who do not meet certain admission standards may be accepted on a conditional basis. Admission to some programs may be granted to students who meet certain criteria. However, those who are admitted in this condition must complete the application process before the degree is granted. Admission standing is subject to cancellation or change if the admission credentials remain incomplete.

Admission Criteria

Caroline University is committed to the training of men and women for Christian leadership, both lay and clerical. Because of this commitment, we seek to admit persons whose motivation, character, and aptitude are in keeping with this purpose. The application process is designed to help you and the university determines your readiness for university. The admissions process is designed to help ensure that individuals who enter our program will complete it.

Diversity Policy

Caroline University does not discriminate on the basis of race, age, color, nationality, ethnic origin, socioeconomic class, gender, and/or physical and mental disabilities in the administration of its policies in

education, admission, and hiring. Caroline University is committed to practicing the principles of equal opportunity and diversity. The university strives to achieve and maintain a diverse community of students. Caroline University will continue to monitor the level of diversity. By encouraging community engagement in outreach, development and planning processes, Caroline University will undertake a strategic and systematic approach to involve individuals from diverse racial/ ethnic groups, ages, genders, abilities, socioeconomic classes, and interests.

Application Requirements for all programs

1. Possess a bachelor degree or its equivalent
2. Submit a completed application package along with diploma or transcript, letter of recommendation with a non-refundable fee to the Admissions Office
3. Pay all required fees.
4. Complete a successful interview with members of the admissions staff and faculty.

Each program may have its own requirements specific to that program, provided elsewhere in this catalog.

Admission Criteria and Procedures

In accordance with Title IV of the Civil Right Act 1964, Title IX of Educational Amendments of 1972, Section 5 of the Rehabilitation Act of 1973 and Age Discrimination Act of 1975, Caroline University admits all qualified applicants regardless of sex, national origin, race, creed, disability, or ethnic origin.

The school only recruits and admits those students who have the potential to complete the program successfully. Motivation and interest in succeeding in the chosen professional field are given important consideration.

Application forms may be obtained by regular mail e-mail, or in person from the Main Office:

Admission Office
Caroline University
3660 Wilshire Blvd suite 320, Los Angeles, CA 90010
Phone: 213-982-4351; Fax: 213-246-4174
Website: www.caroline.edu
Email: info@caroline.edu or admissions@caroline.edu

Minimum Level of Education

All Caroline University applicants must possess high school diploma or GED or its equivalent. Caroline University also accepts students, who are candidate for bachelor's degree or master's degree or its equivalent. As such, Caroline University does not admit ability to benefit students.

Application Assessment

Caroline University evaluates an applicant's readiness in accordance of specific admission requirements of each program.

Applicants must have sufficient educational background to enable them to perform at the graduate level. A bachelor's degree or its equivalent is required for admission to all-master's program. Master's degree is required for admission into all doctoral degree programs.

Statement of Nondiscrimination

Caroline University does not discriminate on the basis of disability, race, color, gender, and national or ethnic origin in the according or making available of all the rights, privileges, programs and activities generally open to students at the university. We do not discriminate on the basis of disability, race, color, gender, and national or ethnic origin in administration of educational policies, admissions policies, scholarship and loan programs, and athletic and other university administered programs.

In addition to this legal stance, Caroline University has a biblical stance regarding cultural diversity. The ultimate, eternal community of believers, according to Revelation 5:9, will be comprised of “every tribe, tongue, and people and nation.” The desire of the university is to enjoy this same diversity and unity of believers while training culturally sensitive ministers for effective service to the entire world.

Denial of Admission

Caroline University reserves the right to deny admission to any applicant due to the following reasons:

1. The applicant does not meet the standard admission requirements.
2. The applicant is unable to participate or learn in class due to physical, mental, or emotional reasons.
3. The applicant is unable to meet financial commitments to the school.
4. The applicant exhibits lack of personal motivation or is incompatible with the philosophy of the school regarding learning.
5. The Administrator has the right to deny admission to any applicant to whom it is deemed the classes not to be beneficial for the student.

Falsification of Official Documents

Upon the discovery of submission of forgery of official documents (Passport, Alien Registration card, Picture I.D, Social security number), the enrolled student shall be dismissed from the school and his forged documents reported to the appropriate state or federal authorities or agencies.

Transfer of Credit Evacuation

Transfer applicants can receive academic credit completed prior to transferring to Caroline University. Credits earned at other institutions will be evaluated using the following criteria:

1. The maximum number of credits accepted for transfer credits permitted by the California Bureau for Private Postsecondary and Education (BPPE) at the time of admission.
2. Transcript copies must be forwarded to the Dean of Academics for evaluation.
3. Courses under consideration must have a grade of “C” or higher.
4. Only those courses that are substantially comparable to Caroline University courses will be considered for evaluation.
5. Maximum transfer credit allowed for master degree program may not exceed 49% or more of graduate units. For the doctoral degree program, maximum transfer of credit allowed is up to 49% of graduation units.

Academic credit received from regionally and nationally accredited institutions are usually transferable to Caroline University, provided they satisfy the requirements for the particular program in which the student is enrolled.

In order to request this transfer, a transfer student should arrange for an official transcript (signed and sealed) to be mailed directly from the previous institution to Caroline University's Registrar's Office.

Transfer credit must be a grade of C or better (or pass, in pass/fail courses where a pass is equivalent to a C grade or better) and have been completed within the past 10 years.

Under exceptional circumstances and with the approval of the director of faculty meeting, transfer of credit may be possible from unaccredited institutions. The same procedures and requirements as previously noted apply.

Caroline University is on the semester system. Student transferring from an institution on the semester system can calculate the value of transferable credits at Caroline University by counting semester units as two-thirds of a semester unit.

In order to qualify for the transfer of general education courses, the course sought for transfer must be deemed sufficiently comparable to any such course taught at Caroline University. A course syllabus from the previous class may be required.

After review by the admissions officer and senior faculty in the program to which entry is desired, the final decision is at the discretion of the Academic Dean. This decision is dependent upon the accreditation status of the previous institution, the level of academic rigor involved in said courses, the grade received by the student, and the level of similarity between that course and those which our programs may offer.

Transfer credits are not computed in a student's qualitative grade point average. Transfer credits are counted as credits attempted and earned for the purposes of calculating a student's progress in the program.

Policy on Evaluation of Foreign Transfer of Credits

The university conducts a complete evaluation of transcripts for foreign transfer credits submitted by the students who have received their degree at a college or university outside of the United States.

All applicants must provide one official transcript (in a sealed envelope) and an official certification of degree, with date awarded. If a student has attended more than one college or university, separate transcripts must be submitted. To be official, transcripts and certificates must bear an original seal and/or signature of the school's registrar or of the appropriate school official or office. Photocopies are not acceptable.

Student records, including your transcripts and certification of degree, submitted to the university become the property of the university and cannot be returned to or copied for the student or released to a third party. Please do not send your only original copy of your transcripts/degree certificate. If you have questions about your documents prior to submission, please contact our registrar's office.

Course work completed at one institution but listed on the record of a second institution is not acceptable. A separate copy of the record from the first institution is required. If these documents are written in a language other than English, a certified translation in English must be provided together with the original language records. Any translated record should be a literal and not an interpretive translation.

All students are advised to submit all required documentation as early as possible so as to not delay the evaluation process. In the event that the university receives documentation that is questionable, or suspicious in any way, the university will verify authenticity with the issuing institution. If an institution must be contacted for verification, the evaluation process will be placed on hold until the university has received all necessary information.

In addition to official transcripts and certification of degrees, a course-by-course credential evaluation is required of all students who have attended a college or university outside the United States. Credential evaluations are accepted from World Education Services (WES) only. All documents required by World Education Services (WES) must be submitted directly by the applicant. The university is not responsible for forwarding any documents received by our office to these evaluating agencies.

Resources for International Transcript Evaluations

World Education Services, Inc.

PO Box 01-5060, Miami, FL 33101

Telephone: 306-358-6688

Fax: 305-358-4411

www.wes.org

Student with Mental or Physical Disabilities

Admissions requirements and procedures for students with mental or physical handicaps comply with all federal, state, and local ordinances and regulations in regard to handicapped access to School Campuses.

Course Challenge Examination

Students may challenge courses by taking examinations designed to verify the student's knowledge of the subject matter. In order to earn credits by challenged examinations, students must first obtain the "Petition for Credit Examination" approval from the Registrar, who will assign a faculty member to administer the challenge examination. Students do NOT have to pay a course challenge examination fee for taking the examination.

Petition for Credit by Examination will be granted to regularly enrolled students to obtain credit by challenge examination in subject matters in which they are qualified through non-traditional education or experience, and for which credit has not yet previously been granted for any similar or advanced course.

The examination may include written, oral technical skills, or a combination of each, and will be sufficiently comprehensive to determine that the student possesses essentially the same knowledge and/or skills as those students who successfully completed a similar course offered at Caroline University. The letter grade of "P" will be awarded to those who pass the course challenge examination. However, those students who fail will not receive a grade, and there will be no record of the non-passing of the course challenge examination on the student's permanent record.

Credit by challenge examination shall not be allowed for the purpose of earning a higher grade for courses previously taken. The only way to earn a higher grade for earlier attended courses is to repeat the course and pay the normal course unit fee.

International Students

Caroline University is currently approved by USCIS to enroll non-immigrant alien students. Therefore, international students who are interested to apply must fill out application and submit documentation in accordance with application procedure.

Application Process

The application process consists of three steps. All three must be completed before admission to the college is official.

1) Complete an Application File, including:

- A completed and signed Application Form;
- A signed Mission Statement Agreement form;
- A completed Recommendation Form;
- The nonrefundable Application Fee;

Arrange for official transcripts to be submitted to the Registrar's Office from the applicant's high school and, if applicable, from all universities, colleges, or professional schools attended by the applicant. (GED may be substituted for high school diploma.) If the applicant is still enrolled in high school, then an incomplete transcript (not showing graduation) will be sufficient. However, as soon as possible, a complete, official transcript (indicating a graduation date) is required.

2) Letter of Acceptance

University officials will review your Application Package when it is complete. It is our goal to send you written notification within two weeks of application deadline. At any time, however, you may contact the Registrar's Office to inquire as to the status of your application.

If you receive a letter of acceptance, it will include information regarding subsequent steps. It will also include a Housing Application. You should return this form to the Registrar's Office immediately for processing by the Dean of Students. Housing Applications for new students are due one month before the first day of New Student Orientation.

Included with your letter of acceptance will be a copy of the Student Handbook and a form indicating that you have read the handbook and agree to comply with it. This form should be returned to the Registrar's Office immediately.

Along with your acceptance letter you will receive a Physical Readiness Report that is to be completed by a licensed physician and returned to Registrar's Office. The acceptance letter will also ask that you provide a recent photograph of yourself. This photo will help us to recognize you at orientation and therefore, better serve you.

Finally, you should send the tuition deposit along with the Student Handbook form in order to confirm your enrollment.

If the University is unable to accept you for enrollment in the upcoming semester, we will advise you regarding the steps you should take before resubmitting your application.

3) Intent to Enroll

By returning the statement regarding the Student Handbook, and your tuition deposit, you are informing the university that you intend to enroll and to register for classes in the upcoming semester. We will pre-register you in courses and will help you find suitable housing.

Academic Freedom

Caroline University is committed to the academic freedom. Academic freedom functions within Caroline University's mission statement. Academic freedom statement applies to every constituent of the university.

Faculty members, as well as students, are free to hold and express opinions about material offered in their courses, and this right must not be impinged on by threats, force, or other intimidation; however, Students have the right to disagree with the conduct or content of courses and to seek change, but such freedom does not include the right to disrupt orderly classroom activities or to avoid fulfillment of the expectations of the course; however, Academic freedom for faculty members must include a means for seeking the censure or dismissal of students guilty of disruption, destruction, or unethical behavior.

Academic freedom for faculty members includes the right to judge and grade the academic performance of students. Academic freedom includes the right of students to be fairly and competently evaluated and graded. Punitive grading is not acceptable except in cases of cheating or plagiarism. Students have the right to the instruction promised them in official university publications.

It is not inappropriate for faculty and students, both in and out of classes, to meet and share their views on a wide spectrum of intellectual and social issues. It is proper for students to seek, and faculty to choose, professionally responsible ways to relate subject matter of courses to those social crises that arise temporarily and unpredictably.

Academic freedom includes the right of both faculty and students to seek censure of faculty members by complaint, petition, or seeking discipline for incompetence or unprofessional behavior. Students in all academic disciplines have a right to receive effective presentations of a broad spectrum of philosophies relative to those disciplines. This does not mean that each faculty member must give equal weight to all theories appropriate to his/her discipline, even though objectivity is ordinarily assumed to characterize scholarly pursuits; rather a spectrum of philosophies or theories should characterize the total offerings within a field.

Academic freedom for all members of the academic community demands that channels of administrative communication be open in both directions, and that they be used regularly and effectively. The responsibilities in academic affairs placed upon deans, department chairs, and faculty members should be clearly spelled out and should be respected in the operation of the university. The placing of responsibility should be accompanied by the delegation of the authority necessary to discharge it.

Policy on Program Modification

In keeping with the school philosophy of an immediate response to the needs of students and future employers, the school reserves the right to modify the course content, structure, and schedule without additional charges to the student and within the regulatory guidelines. Information contained in the Programs becomes an official part of the catalog. The School reserves the right to amend the catalog or programs as needed.

Registration Procedures

Registration is processed through the Registrar's Office. Students are to register during the scheduled registration days. Registration forms and the schedule of class are available at the Registrar's Office and through online. Late Registration will be allowed through the first week of class and requires a late registration fee.

Adding and Dropping Courses

Courses may be added only during the first two weeks of the semester. A student may withdraw from a course during the first seven weeks of the semester. To drop a course, the student must submit an appropriate form to the Registrar's Office, and it will not be recorded on the student's permanent record.

Leave of Absence

A student may interrupt a program of study for any period of time and return to Caroline University without applying provided the student leaves in good academic standing.

Transfer of Credit

Caroline University welcomes the transfer of course work from accredited institutions. (Such institutions have been accredited by an agency that is, in turn, recognized by the Council for Higher Education Accreditation, or CHEA.) In order to request this transfer, you should arrange for an official transcript (signed and sealed) to be mailed or faxed directly from the previous institution to Caroline University's Registrar's Office.

Credit is evaluated on a course-for-course basis, requiring that course descriptions and credit values be comparable. Only work earned with a grade of "C" or higher is transferable; however, grades from transfer credits do not compute into the student's Caroline University GPA.

Transfer of credit may be possible from recognized but unaccredited institutions. The same procedures and requirements as previously noted apply. In addition, Caroline University takes steps to ensure that course work taken in the sending institution is comparable to course work offered by Caroline University. These steps include one or more of the following:

- Demonstration of achievement by means of comprehensive examinations;
 - Review of syllabi, faculty credentials, grading standards, and other relevant learning resources at the sending institution;
 - Analysis of historic experience regarding the success of transfers from the sending institution;
- and
- Successful completion of half of credits hours at Caroline University with a cumulative GPA of at least 2.0.

If you wish to apply transfer credit to your program, the transfer should be arranged immediately upon receiving your letter of acceptance, and before registering for courses at Caroline University.

The majority of the semester hours in your graduate program must be completed at Caroline University in order to qualify for graduation.

If needed, you can arrange to have your education evaluated by the American Council on Education's Center for Adult Learning Educational Credentials (CALEC) program. For more information visit their Web site:

www.acenet.edu/calec/corporate/index.cfm

CALEC will provide a transcript showing their analysis of your non-traditional education; please arrange to have a copy of this transcript sent directly to the Caroline University's Registrar's Office.

Challenging a Course

If you believe that you already have the knowledge and skills required by one of your curriculum's required courses, you may apply in the Registrar's office to challenge the course. The Registrar will supply you with a copy of the course syllabus and, together with the Academic Dean, will identify a professor who will test your knowledge and skills. (Often this test is conducted by using the course's final exam.) If you demonstrate to the professor's satisfaction that you are able to meet the course objectives, the professor will recommend that the required course be dropped from your program and replaced with an alternative course that you will find more beneficial.

Note that there can be a fee for this service. You should inquire in the Business Office before beginning the challenge process.

Registration for New Students

Whenever possible, the Registrar's Office will register new students through online. You will receive a copy of your registration form during New Student Orientation, and you can make changes at that time.

New Student Orientation

New Student Orientation is scheduled through online before the semester starts. All of these sessions are required for all new students. We will spend time acquainting you with major aspects of Caroline University's academic program and general policies and procedures.

Registration for Returning Students

All current students are expected to register for the next semester on the dates designated by the Registrar; otherwise, the Business Office adds a late registration fee to the student's account.

Registration is not complete until all necessary forms (including the textbook order form) are filled out, submitted, and signed by the appropriate persons. A student who has not completed registration may not be allowed to take final exams, unless the student has notified the Registrar of his or her intent to withdraw at the end of the semester.

Readmission

If you are a former Caroline University student and you desire to be readmitted, contact the Registrar's office to begin the process. You will be expected to pay any outstanding debt to the university in full. Depending upon how long you have been away from Caroline University, and your status when you left, you may be required to provide new references or other elements of the Application Package. You may also be asked to meet with the Academic Dean, the Dean of Students, or other university officials.

If you are readmitted, we may ask you to attend certain portions of the New Student Orientation. If you have been gone from Caroline University for one semester or more, you will return under the curriculum and graduation requirements of the most recent catalog. This policy may also apply to students who do not maintain full-time enrollment (less than 9 semester hours per term).

Student Services

Caroline University is proud to have a team of faculty, staff and administration that are committed to help our students become leaders to serve communities and the world. To accomplish this, Caroline University endeavor to foster a learning environment in which your character can be nurtured, your life and professional skills can be developed, and where meaningful interaction and dialogue are always encouraged. We also work hard to cultivate an atmosphere that supports this process through the online format.

The full list of student services is stipulated in the catalog and student handbook. Please be familiar with the policies presented in the handbook. Especially, students must be familiar with student code of conduct and sign the commitment statement indicating that they have read and understood it. We are here to help you. We are excited about your time of study and fellowship at Caroline University.

Students have access to the staff and/or its instructors from 9:00 a.m. to 6:00 p.m. Monday through Friday through online. Faculty are also available through online office hours. So, please check your class syllabus.

The advisors provide students with assistance in all matters such as important academic, financial and personal matters and concerns to ensure satisfactory progress through the program.

Student Orientation

Once a student is admitted to the program, he or she will be assigned to an academic advisor who will advise the student with academic planning. New students will be given an orientation of the school, rules and regulations, and its facilities before the start of the program

During orientation, a school administrator will familiarize the student with the online resources, school policies, registration procedure, student services, program requirements, etc. Caroline University welcomes any suggestions as to ways in which any aspect of the school can be improved. Suggestions should be directed to the school's staff or dean's office.

Registration

Registration is processed through the Registrar's Office. Students are to register through online during the scheduled registration days. Registration forms and the schedule of class are available at the Registrar's Office. Late Registration will be allowed through the first week of class and requires a late registration fee.

New students will receive a copy of registration form during New Student Orientation, and students can make changes at that time.

All current students are expected to register for the next semester on the dates designated by the Registrar; otherwise, the Business Office adds a late registration fee to the student's account.

Registration is not complete until all necessary forms are filled out, submitted, and signed by the appropriate persons. A student who has not completed registration may not be allowed to take final exams, unless the student has notified the Registrar of his or her intent to withdraw at the end of the semester.

Student Government

All registered students are members of the Student Association. The purpose of the student government is to promote Christian fellowship among students and to advance the kingdom of God and the mission of Caroline University. Activities of the Association are supported through a student fee and individual gifts.

The officers of the Association such as President, Vice President, Secretary, and Treasurer are elected annually by the members. The Student Government consists of representatives from each class plus the student body president. These students serve as a "sounding board" for the administration regarding policies that affect the students. They are also responsible for planning certain student activities if needed.

Academic Advising

The Director of Admissions and Dean of Academics are available for academic counseling of the student. They are available during regular business hours for consultation with regard to academic or career planning. The scope of academic counseling includes: analyzing personal interests and goals, determining career paths, planning course loads, and developing an overall academic plan for course work and supplemental needs of the student

All students are provided with personal assistance regarding program requirements and scheduling. In addition, individual assistance and advising are readily available to students with special academic difficulties. Instructors and counselors are available for academic advising. Enrollees are encouraged to request an appointment with their instructor immediately if any scholastic problems arise. All students are urged to take advantage of this valuable assistance.

By interacting with the students and academic progress, instructors will advise students to follow certain methodology, which he/she finds most suitable. Students are encouraged to seek help or suggest any new ideas to the school.

Current Student Information

Students are responsible to notify any changes of the state of physical being, such as address or phone number. Current contact information is vital in cases of emergencies.

It is important that students notify the school be of any change in their residence or telephone numbers. Current and accurate personal information is necessary in the event of an emergency.

Student Activities and Programs

Caroline University provides a variety of services and programs designed to assist students during their matriculation. Recognizing that a well-rounded education demands attention to personal as well as professional growth, the University encourages students to include their families, friends, and significant others in the educational process. In addition, the University sponsors activities and organizations to foster integration of personal and professional development.

Online Mentoring

Caroline University's Online Mentoring allows students the opportunity to meet with an academic advisor/mentor in group and individual settings to discuss their degree roadmap and enjoy prayer, counseling, coaching, and ongoing encouragement using either phone, Skype, Zoom, or other video technology.

Online Helpdesk

Caroline University's Helpdesk is available to all students for easy access to Frequently-Asked Questions as well as access to technical support staff for questions, consultations, tutorials, and feedback. The helpdesk is available Monday through Saturday.

Office of Registrar

The Registrar's Office arranges course schedules, receives and processes student admission applications and course registrations, and maintain a repository of academic records. Students should contact the Registrar for official and un-official transcripts, registration information, financial account questions, issues concerning grades, and any other inquiries related to student records. Appointments may be scheduled for advisement on course schedules, class registration, etc., by contacting Registrar via email at info@carolineuniversity.org.

Career Services

Caroline University can assist students with career exploration, resume creation and review, internship and job search strategies, interviewing skills and networking tactics, and more. If you have any questions, please contact us at any time. We will be more than happy to assist you.

Chapel

Through the convocation, chapel, and other services, we plan to offer services as dynamic times for responding to the Holy Spirit and the truth of the Word. If you plan to visit our office, we can arrange service with local church for passionate worship and challenge from God's word.

Student Grievance Procedures

Caroline University, in the administration of discipline, guarantees procedural fairness to an accused person, whether the person is a Caroline University student, or staff/faculty member. In pursuit of its policy of openness, accountability, and responsiveness to students, the institution provides established grievance procedures. The President's Office or the office of Dean of Academics shall maintain a file on each grievance reported, including the procedures followed, and the final disposition of the case.

Definition of Grievance

A grievance is a complaint arising out of any alleged, unauthorized, or unjustified act or decision by a student, faculty member, administrator, or staff person, which in any way adversely affects the status, rights or privileges of a member of the student body. The burden of proof shall rest with the complainant. If a student has a grievance, and wishes it to be recognized as such, a written complaint must be submitted to Caroline University petition form, or in letter format. The written grievance must clearly state the student's name, the nature of the complaint, the name(s) of all parties directly involved in the complaint, and any appropriate documentary evidence.

Steps toward Resolution

Based upon the information presented in the grievance, steps toward resolution shall begin with informal discussions, headed by the Dean of Academics or Dean of Students. Resolution shall be attempted at the lowest possible level.

Procedures for Official Hearings

If informal recourse fails to resolve the grievance within a reasonable time after filing, then the President of Caroline University will schedule a Student Grievance Committee meeting. The voting members of this committee shall be comprised of the Dean of Academics, Dean of Students, and one faculty member who shall sit on the committee on a rotating basis.

A copy of the grievance shall be given in writing to the person(s) against whom the complaint is brought. The Committee shall review and consider documentary records, which relates to the case, including the grievance and its supporting documentation, and any documentary evidence or statement by the person(s) against whom the complaint was filed. Committee members shall arrive at a judgment in consultation among themselves. A majority vote of such members may make recommendation, as appropriate, for disciplinary actions, or for changes in policy.

Complaint Resolution

When students have complaints about individual faculty members regarding a particular course requirement(s), examination(s), or grade(s), or regarding general issues such as teaching method and classroom conduct, they may bring the matter directly to the individual faculty member. If a student is not satisfied with the faculty member's response, the student may bring the matter to the Academic Dean for final decision. The Academic Dean will work with the student and the faculty member for resolution of the complaint and must inform them of the decision in writing within two weeks.

Student Records and Transcripts

The school maintains the privacy of student educational records and students' right to access their educational records in compliance with the Family Educational Rights and Privacy Act of 1974 (FERPA). Students may review their educational records and request amendment of the records to ensure accuracy.

Students may restrict release of personal information (the student's name, spouse's name, address, telephone number, program, year of study, dates of attendance, certificate(s) awarded, most recent school attended, and citizenship). Students seeking review, amendment, or restriction should submit a written request to the Office.

Student Records Retention Policy

Student records include grades, attendance, prior education and training, personal achievements, etc. Caroline University maintains student records in accordance with the guidelines California State of Bureau of Private Postsecondary (BPPE). The Registrar acts as the Custodian of Records and maintains student personal information, financial records, and transcripts in locked, fire-proof files. Academic records are kept for an indefinite period of time. Other files may be purged after a minimum of five (5) years.

Name Changes in Students' School Records

The name of any currently enrolled, former, or graduated student, may be changed in the official school record to show a different name other than on used at matriculation time or during the term of enrollment at Caroline University. This change can only be made based upon the following:

1. A written, signed and notarized request submitted by current, former or graduate student to change the name on the official school record.
2. Submission of supportive credible evidence such as a certified copy of marriage certificate, or a name changed by a court decree.
3. For cross referencing purposes, the official transcript shall be modified to show the name in its entirety (First, Middle, Last), as well as to indicate the original name in its entirety (First, Middle, Last), immediately after the new name. The graduation diploma(s) and certificates shall be issued with the new name only.
4. Examples of transcripts: Jane Jones to change to: Jane Doe, A.K.A Jane Jones. Jane Smith to change to: Jane Smith-Doe, A.K.A Jane Smith
5. At no time shall the original name be removed from the official transcript or be replaced by the new name. The student is required to pay a processing fee as approved by the Executive Council and published in the "Name Change Notification Form"

Transcripts

The school retains academic transcripts indefinitely.

Caroline University will provide a transcript of the student's academic record upon written request by the student. Students are allowed one transcript at no charge. There will be a \$10.00 fee for each additional transcript.

An official copy will be mailed to the appropriate person and/or institution. An unofficial copy can be secured and given directly to a student, with the word "unofficial" stamped on the transcript. Transcripts issued to the student are marked "Issued to Student."

Transcripts will be denied if the student has an outstanding balance against her/his account, or if any records are on hold, or there is missing documentation.

Definition of Credits

Caroline University awards academic credits based on the Carnegie unit, which awards one unit of credit for each 50-minute class session per week. For each credit, students are expected to complete a minimum of two hours of academic work (study, preparation, etc.) outside of class each week. Some courses may require three or more hours of outside work each week per credit. The policy on academic credits is based on those generally accepted in degree-granting institutions of higher education. A semester at Caroline University consists of 15 weeks excluding finals. Students in all majors are advised to limit their job and social commitments in order to give their coursework adequate attention.

Class Participation

Caroline University places great importance upon class participation because of the nature of the material being taught, the value of in-class interaction, and the need for students to develop habits of diligence and reliability. We expect that our online class is featuring regular and substantive interaction between faculty and students. A part of your requirements is for student to be present for all class sessions except in the case of rare extenuating circumstances. You are expected to complete your assignments before the class session, so that you are prepared to answer questions and enter into the discussion. For details of how your participation grade is computed, see the course syllabus.

An individual professor may impose additional attendance and participation requirements that have the potential of impacting your course grade. See your course syllabus for details. It is important that you keep an accurate record of any absences from class, including dates and reasons. This information could prove essential in the event of a discrepancy and/or an appeal. You should not rely upon professors or the Registrar to supply tallies, warnings, or notifications.

Grading

In general, each course consists of several elements. Each element is assigned a different amount of points therefore it is very important that you follow the instructors contained in the syllabus. The elements are:

Final Project

A final project will be given at the end of the quarter to assess the student's mastery of the coursework. Students may commence the final project no later than week to produce an outcome that meets the academic expectations. Student will perform a presentation on the las day of class.

Discussions

Students share their point of views and their own experiences throughout the discussion board. Each student must write at least of 1 posting no later than every Wednesday, and engage discussions with other students by replying 2 other's postings.

Book Reports

Students will be assigned book report throughout the course to obtain knowledge in depth. Each report will be including, but not limited to, case study, article analysis, research.

Journaling

After learning each week's topic, students will summarize what they learned for the week. By journaling each week's topic, students will obtain in-depth knowledge in given topic, and prove their understanding to the instructor. Along with additional guidelines provided by the instructor, each journal will consist of the following key elements.

- What is the most significant thing I learned this week?
- How did what I learned change my thinking in the given topic?
- What previous experiences do I have related to what I read and learned?
- How will I use (or have used) this knowledge in my career or life?
- What could I additionally learn about this week's topic?

Final Project or Final Paper

At the end of the course, students will submit the final project or final paper to present their obtained knowledge throughout the course. Instruction for the final project or final paper is available on your weekly lesson page in the Populi web. All professors use the rubrics. So, if you have received a grade that is below what you believe you should have received, please ask your professor to identify where this rubric your project appears.

Academic Writing

Academic writing is not the same as writing on your blog, but it does follow the same basic rules for sentence structure, punctuation, spelling and capitalization. However, the language is definitely more formal, and there are some punctuation, capitalization, and formatting peculiarities. Completed course projects must be presented in APA format and

include all of the following components: 1) title page; 2) contents; 3) book reviews; 4) journal; 5) assignment(s) if required; 6) project; 7) self-evaluation; and 8) references.

Research

Research is the work you will do to answer a question you either do not already have an answer for or cannot prove the answer you think you have. You will conduct research during your writing of the final project, journaling and discussion thread. Research involves using experimentation, gathering information quantitatively or qualitatively, postulating a hypothesis, testing a theory, and/or making conclusions based on the results of your research. Research also utilizes consulting books, periodicals, lectures, etc. to support a thesis. You will use this method for your papers and final dissertation.

Library Research

We live in an age of technology, so much of your library research can actually be done from the comfort of your own computer. However, there is something to be said for walking to a section of the stacks of books and simply perusing the shelves. There are, however, many online resources that you can research.

Caroline University offers an online library through which Caroline University students worldwide may access a rich collection of research guides and resources. These resources are available for both business and philosophy students, wherever they may be located, including access to thousands of e-books. The online library is overseen by a full-time MLS librarian, who is available to assist students with in-depth research, search strategies, referral, and reference questions.

To find a variety of public, college, university, private, and school libraries in your area that are open to the public, visit: <http://nces.ed.gov>.

Many libraries participate in the interlibrary loan program if the book you are seeking is not in your local library. You can find which library has the book you want by accessing: <http://www.worldcatlibraries.org>.

Caroline University has purchased ProQuest, a program that allows you to access literally thousands of journal article and, in some cases, full texts of articles and books. This resource is also accessed throughout our online library.

Online Research

There are literally billions of web pages, at least 200 billions of which are not indexed. Experts believe that search engines actually index less than 10 percent of the entire Internet (Google only indexes 4 percent and it's the largest search engine to date!). Most of the Internet is stored in what are called databases and dynamic-websites. The 90 percent of the un-indexed Internet is called the Invisible Web. Also try going to Google Scholar (<https://scholar.google.com/>) and enter your topic to see other sources that may be helpful.

Grading System

Caroline University uses a 4.0 grading system to grade the quality of course work and to determine the grade point average. Faculty members assign letter grades based on this table:

98-100	A+	4.0	77-79	C+	2.3	Below 60	F	0.0
94-97	A	4.0	74-76	C	2.0		I	Incomplete
90-93	A-	3.7	70-73	C-	1.7		W	Withdraw
87-89	B+	3.3	67-69	D+	1.3			
84-86	B	3.0	64-66	D	1.0			
80-83	B-	2.7	60-63	D-	0.7			

The Registrar translates letter grades to grade points in accordance with the table shown later in this section.

A	Excellent	4.00
A-		3.70

B+		3.30
B	Good	3.00
B-		2.70
C+		2.30
C	Average	2.00
C-		1.70
D+		1.30
D	Poor	1.00
D-	0.70	
F	Failure	0.00
W/F	Withdrawn/Fail	0.00
W/P	Withdrawn/Pass	no point, no GPA impact

Grades are usually available within three weeks of completing a semester. They are released to the student by the Registrar's Office along with a calculation of the student's semester GPA and cumulative GPA.

Incomplete Grades

If the student does not complete course exams and projects by the end that course, then he or she will need to submit a plan of completion to complete the course within 2 weeks from the scheduled end date of that course with the faculty. The faculty will need to approve the plan, which will include dates that the student will take or retake exams, and when projects will be turned in. If a student does not complete a course within 2 weeks of the expected completion date for that course, then he or she will fail that course and automatically receive a grade of "F".

Repeated Courses

A student will be permitted to repeat a course in which either a C or lower grade was earned. When a student repeats a course with a grade of C or lower the first time, the better grade is the only one used in computing the cumulative GPA, and the units are counted only once. Both grades are shown on the student's permanent record.

In order to graduate, the student will need to repeat a course if it is not completed within the specified time. This includes the situation in which the student is re-admitted after withdrawing from or being dismissed from the program. If a student repeats a course and passes with a grade of 2.5 or better, the initial attempt will not count towards their GPA.

Course Failures

Students who failed a course will not receive credit for the course nor will the units or hours be counted towards graduation. Students who failed a course may be eligible to retake that course the next time the course will be offered.

A student with three or more multiple failure grades “F” shall be counseled by the academic Chief Executive Officer and may be considered for academic dismissal by the school’s academic committee or faculty committee.

Grade Changes

A grade of “F” (Failure) may be changed by repeating the course and by achieving a higher grade. Upon approval of instructor and the Dean of Academics, student should be able to repeat any desired class. If a higher grade is earned, the lower grade of “F” could be removed from the record.

All other grades, unless it is a mechanical error made by the instructor, would be recorded in the student’s transcript. Requests for grade changes should be inquired within two weeks of the issuance of grade report.

Academic Probation

Students who do not maintain the minimum required GPA (grade-point-average) would be placed on probation for one Semester. Instructors will counsel the students for a better studying method and initiate a different studying strategy that ensures a more successful academic career. Continued enrollment requires the Academic Dean’s approval. If a student on academic probation does not raise the cumulative GPA to 2.0 for two consecutive semesters after academic probation, the student will be academically dismissed.

Grading Policy

Individual faculty members determine the grading policy for each course. Faculty members clearly state in the course syllabus the specific criteria by which the grade will be assigned, including the relative weight of assignments, papers, examinations, attendance and other assessments. Only the faculty member has the authority to change grades.

Contesting a Grade

Grades are computed in accordance with the course syllabus and in-class instructions. If you are unsure about the accuracy of a grade, you should approach the professor and respectfully request a detailed explanation of how the grade was computed. If this discussion does not result in satisfactory resolution, then you should contact the Academic Dean. Please approach the matter with respectful conversation and behavior.

Any grade that is in question, including a semester grade, should be brought to the professor’s attention within two weeks of you receiving the grade. Professors are given one month from the time semester grades are issued to make a change in the Registrar’s Office if deemed appropriate.

Academic Probation and Dismissal

All students must maintain an overall grade point average of at least 2.0 on course work taken at Caroline University. A student who falls below 2.0 for the first time is placed on academic probation. Continued enrollment requires the Academic Dean's approval. If a student on academic probation does not raise the cumulative GPA to 2.0 after two subsequent semesters, the student will be academically dismissed.

Auditing Courses

If faculty allows, students and their spouses may take courses on an audit basis. Credit is not given, class attendance requirements do not apply, and the student does not participate in assignments or tests. Further, the professor is not obligated to give class or personal time to a student who is auditing. The charge for auditing a course is given in the Financial Information section of this catalog.

Directed Study

A directed study version of certain courses is available on an emergency, last-resort basis. This service is provided to assist the student whose program requirements may not be complete due to not passing or not scheduling a course during its regular semester-by-semester, year-by-year sequence. The course's time and work requirements will be commensurate with what is typically involved in attending the class and in completing its out-of-class assignments, although certain features of the course may have to be modified to fit a directed study approach. We assess an additional tuition surcharge. The tuition and tuition surcharge must be paid in full before starting the course. An application for directed study is available in the Registrar's Office.

Distance Education Format

Caroline University distance education program generally consists of professor instruction, reading assignments, online interaction, journaling, book report and final project work. The programs are asynchronous learning and generally offer a semester based 3 credit hour modules.

Participation

Your participation in class is critical if you hope to achieve an outstanding grade and successfully complete your degree. In the online setting, all students need to participate every single week from the very first week. It is not fair to the rest of your class to try to catch up with posts in prior weeks when they have already moved on to the next week. If you fail to participate in week one, the eLearning team will alert the Registrar's Office of non-participation. An email will be sent out in Week Two to students who haven't participated, advising them that if they do not participate by Week Three, they will be withdrawn from the class and there will be financial penalties.

Plagiarism

Plagiarism is passing off another's ideas or writing as one's own. Plagiarism is failure to acknowledge material which is copied from others or failure to acknowledge one's indebtedness to another for even the gist of important thoughts in a formal statement, written or oral. If you quote anything you must footnote the book or other resource from which you obtained the quote or idea. If you do not do this, it is plagiarism and grounds for expulsion. If a paper is suspect, your professor will be alerting Caroline University's Academic Dean.

Leave of Absence

Students may be granted one leave of absence (LOA) per 12-month period for certain specific and acceptable reasons. Students may also request an administrative leave when a course that is needed is not available. A LOA shall be reasonable in duration, not to exceed 120 calendar days. All LOA's must be in writing and addressed to the Dean of Academics. The request must be accompanied by written documentation from the appropriate person and/or agency. The Dean of Academics will approve or deny the request in writing.

Complaint Resolution

When students have complaints about individual faculty members regarding a particular course requirement(s), examination(s), or grade(s), or regarding general issues such as teaching method and classroom conduct, they may bring the matter directly to the individual faculty member. If a student is not satisfied with the faculty member's response, the student may bring the matter to the Academic Dean for final decision. The Academic Dean will work with the student and the faculty member for resolution of the complaint and must inform them of the decision in writing within two weeks.

Faculty Assistance

The Caroline University faculty is committed to helping you academically and spiritually. Professors post online office hours each semester; take advantage of these times by visiting your professors, either by conference call or conference in person using the app that makes it two-ways communication possible.

All faculty members are accessible by e-mail. Feel free to contact the professor by e-mail.

The school assigns you a faculty member or Dean of Academic to serve as an advisor. You are required to contact with your advisor each semester to review your academic plan and to register for courses for the upcoming semester. We encourage you to contact your advisor at other times to discuss your academic, spiritual, and ministry progress

Academic Program Requirement

All students must maintain satisfactory academic progress in order to remain eligible to continue as students in the University. All students are considered to be making satisfactory progress when they begin school and during any probationary period. This includes, but is not limited to: meeting minimum standards for grades, work projects, etc.

Unsatisfactory Academic Progress

A student must maintain a average GPA point that each program requires in course work. If a student's progress, measured at the end of each term, is determined to be unsatisfactory and a projection indicates that it is possible to reestablish SAP by the end of the subsequent term, the school may place the student Academic Probation. The student will be advised of the performance necessary to reestablish SAP.

Appeal Process

Re-admission to the School following withdrawal for any reason will be at the discretion of the School's Academic Committee. Students may petition in writing for reinstatement within one year of dismissal. The petition must be filed at least two weeks before the beginning of a module. The Committee will review the student's previous academic admission records and his/her current situation in making a decision for reinstatement. The student will then be notified of the Committee's decision. Students accepted for re-admission will be entitled to the same rights and privileges and are subject to the same regulations as any student. Students will not be entitled to appeal if they are terminated for exceeding the maximum program completion length.

Graduation Requirements

Degree Requirements

To obtain a degree, students must meet the following degree requirements, in addition to the requirements specific to their program of study.

1. *Complete all courses along with degree requirements.*
2. *Satisfy the minimum academic program requirements.*
3. *Meet all financial requirements and other legal obligations.*

Upon successful completion of the program, the student will receive a degree signed by the Dean of Academics and Chief Executive Officer of Caroline University signifying completion of the required number of hours of the program and an official school transcript.

Recognition of Academic Excellent

Graduation Petition

Students must file a graduation petition with a fee with the Registrar's Office one semester prior to graduation.

Graduation Honors

Honors at graduation are based on overall academic achievement and Christian character and service. They are determined by the faculty. A minimum grade point average of 3.85 for *summa cum laude*, 3.65 for *magna cum laude* and 3.5 for *cum laude* is required.

Commencement

Commencement is held at the early January of each year. All graduating students are expected to be present at commence ceremony except in cases of emergency.

Withdrawal

Unforeseen circumstances may require a student to withdraw from the university. If this seems to be your case, you should talk with the Dean of Students or the Academic Dean. If the situation does indeed warrant withdrawal and there are no other acceptable options, the student will be directed to the Registrar's Office to initiate the formal withdrawal process.

Withdrawal involves completing the Withdrawal Form, settling all financial accounts, and taking care of any other school business pertinent to the student. If refunds are due, they will be paid only if proper withdrawal procedures are followed.

A student who follows proper withdrawal procedures and whose reason for withdrawal is approved by the administration will receive W/P on his/her transcript for all courses the student is passing. Otherwise, W/F will be assigned. The administration will seek to work in the best interest of the student when approving or disapproving a withdrawal.

A student who is suspended or dismissed from the University for disciplinary reasons will receive W/F for each course in which he or she is enrolled.

Academic Load

A full-time load is considered to be 9-12 semester hours per semester. To achieve the completion of a program within the normal time frame, you should carry an average of 9 hours each semester.

Courses typically require approximately 2 hours of study time outside the classroom for each hour in class. You should consider family, employment, and church and ministry responsibilities when determining your semester load.

You must have the Academic Dean's permission to carry more than 15 hours in a semester. This decision depends primarily upon your grade point average (GPA), according to the following guidelines:

12 hours 2.70 GPA

15 hours 3.00 GPA

18 hours 3.30 GPA

A new student's university GPA, a returning student's GPA, or a dramatic change in life circumstances may require a reduced load of 6 hours to be taken for one or more semesters. If the Academic Dean's decision, or your own decision, causes an average semester load of less than 9 hours, you may not graduate on your original schedule.

If you want to get back on schedule, you should consider taking online courses during the summer semester, taking a course during the Winter Modular, or seeking an overload later in your university career.

Course Sequence

You are expected to take courses in their proper sequence according to the class level of the course. The university is not responsible for your graduation requirements if you do not follow this policy. Students are not usually permitted to register for upper-division courses unless they have completed introductory courses with a passing grade.

The instructor of the upper-division course is permitted to make an exception for exceptionally well-qualified students. If you want to register for an upper-division course but you don't satisfy these prerequisites, feel free to contact the instructor.

Course Codes

Each course at Caroline University has a combination alphabetic and numeric identifier that indicates its curriculum category, its class level, and its credit value in semester hours. The Course Descriptions section of this catalog shows the curriculum categories.

Standards of Satisfactory Progress

All students (full-time, part-time) must maintain satisfactory academic progress toward completion of their degree. All students who receive institutional, federal and state financial aid (at this point, we are not eligible for Title IV) must meet the academic standards of Caroline University and the standards of satisfactory academic progress defined by federal regulations as follows. Students must

- Complete their degree within a maximum period of 150% of the published length of the academic program;
- Complete 66% of all attempted courses; and
- Maintain a cumulative GPA of 2.00 at the end of each term.

Academic progress will be evaluated at the end of each term. If a student fails to meet the satisfactory academic progress standards, the student will be placed on Financial Aid Warning for one semester. If the student still fails to meet the satisfactory academic progress standards by the end of the warning period, the student will be placed on Financial Aid Suspension and will not be eligible for financial aid until the standards are met.

Students who are placed on Financial Aid Suspension may appeal in cases of extenuating circumstances. They must submit an Appeal Letter, stating why they failed to make satisfactory academic progress and any supporting documentation to the Director of Financial Aid prior to the subsequent semester. The Financial Aid Committee will review appeals on a case-by-case basis. If an appeal is approved, the student will be eligible for financial aid for the subsequent probationary semester. The student must meet

the satisfactory academic progress standards at the end of the probationary period to be eligible for financial aid.

Student Responsibilities

The one sentence that best summarizes the collegial atmosphere that Caroline University seeks to develop in current and prospective students is: “Students will develop a sense of self-worth that obliges them to exert their positive influence on society.” Caroline University’s commitment to developing and maintaining an affirmative learning and teaching environment ensures that the rights and freedom of all its school constituents, especially students, are protected.

Caroline University is quite clear about what conduct will not be acceptable if students are to continue to enjoy the rights and freedoms inherent in their selection, enrollment and matriculation. Therefore, this handbook outlines most of the policies regulations need for the students to pursue their academic endeavor at the school.

The educational process is a multifaceted enterprise, which enlists the cooperative efforts of administration, faculty and students. The integrity of the process shall be dependent upon the sincere effort of students. The integrity of the process shall be dependent upon the sincere effort in fairness and impartial evaluation on the part of faculty and the honest academic conduct of all students. The faculty and administration shall jointly assure the availability of academic conduct of all students. The faculty and administration shall jointly assure the availability of academic resources for student use and shall make clear those standards by which students will be evaluated. Students shall be expected to conduct themselves responsibly in the fulfillment of their course of study.

Termination Policy

Those who fail to maintain the required policies described under the sections related to satisfactory academic/attendance progress requirements, leave of absence, conduct, substance abuse and/or financial obligations included within this catalog may be subject to termination. Examples include, but are not limited to, the following:

- Violation of the attendance policy.
- Failure to maintain satisfactory academic progress.
- Violation of personal conduct standards.
- Inability to meet financial obligations to the school.

Reinstatement Policy

Students who have been terminated for failing to maintain satisfactory academic progress may be reinstated through the appeal process. Upon reinstatement, the student will be placed on probation. At the end of the first module after reinstatement, the following standards must be achieved: a cumulative GPA of 70% and 80% cumulative attendance.

Attendance Policy

Successful completion of the educational programs at Caroline University requires a significant commitment of time for class work and outside study each day. Caroline University students are expected to attend all class meetings to fully benefit from all coursework. Even though it is not mandatory, Caroline University strongly recommends instructors incorporate attendance into the course grading scale.

Each instructor will establish his or her own attendance policies and procedures and publish them in the course syllabus. It is also the responsibility of each instructor to inform his or her class of these policies and procedures at the beginning of each semester. Students are responsible for knowing the attendance policies and procedures of each class in which they are enrolled.

It is also the student's responsibility to officially withdraw from the university or drop from a class that he or she is no longer attending in accordance to the established deadlines. A student who stops attending but does not drop a class may receive a failing grade in that class.

Student Time Investment for online class

The typical breakdown of student time investment requirements is as follows:

Activity	Criteria	Standard for Time Calculation	Estimated Minimum Amount	Total hours of the Activity
Classroom Session (asynchronous) Pre-recorded videos by the instructor	Instructive	1 hour per unit	45 hours	45 hours
Reading Read textbooks and other publication to obtain knowledge in the given subjects, topics of	Substantive	1 hour per 25 pages	1,200-1300 pages	51 hours

the course				
Discussion board Students must write at least of 1 posting and engage discussions other students by replying 2 other's postings	Interactive	0.5 hour per 1 Post (posting)	10 discussions	5 hours
Book Reports To obtain knowledge in depth, students are assigned to write papers including, but not limited to, case study, article analysis, research	Substantive	1 hour per 1 page	14 pages	14 hours
Journaling By journaling each week's topic, students will obtain in-depth knowledge in given topic, and prove their understanding to the instructor.	Substantive	0.5 hour per 1 page of journal	10 journals	5 hours
Final Project or Final Paper At the end of the course, students will submit the final project or final paper to present their obtained knowledge throughout the course	Interactive, Instructive	1 hour per 1 page	15 pages	15 hours
The ideal Student Work Hour is set to Triple of the total session hours (45) = 135			Total	135 hours

Attendance Probation

Caroline University recognizes that there are times when a student is unable to attend class. The attendance policy allows for these circumstances, while ensuring that each student attends class a sufficient amount of time to master the subject material.

A student will be placed on attendance probation if he or she is below 80% attendance in any given class. Absences may be cause for placing a student on probationary status.

Re-entry Policy

Students who have been terminated for violating the attendance policy may be re-entered through the appeal process. Students who have been dismissed from Caroline University are required to wait the following Semester to be qualified for readmission. They must submit an appeal form stating the reason of dismissal and if readmitted, assure the school of their commitment.

The readmission appeal letter should be submitted at least two weeks prior to the beginning of the Semester. The Chief Executive Officer will then contemplate and decide whether to grant readmission. If the Chief Executive Officer approves of the appeal letter, the student is able to register for the very next Semester.

Academic and Progress Requirement

All students are required to maintain at least 2.0 GPA throughout the program. If a student fails to meet the satisfactory progress requirement, the student will be notified in writing and placed on probation until the satisfactory progress is achieved. If the student fails to meet the minimum GPA average at the completion of the program, the student will not qualify for a certificate of completion.

Students who fail a course, or whose cumulative fall or spring term grade point average falls below 2.0 will be placed on academic probation. In these circumstances, students will receive written correspondence from the Registrar outlining a plan of study designed to improve their academic performance. Such a plan of study may include a reduction in non-academic activities, special tutoring, remedial work in reading and writing, or such other provisions as may seem appropriate in each case.

Each student is required to follow their plan of study until they are removed from probation. The student is automatically removed from probation upon successfully completing an academic term in which none of the conditions listed in the first sentence of this statement occurs.

Probation Status

The following provisions describe Academic Probation:

- Students with a GPA of 2.0 or lower, after completion of their first Semester with less than 24 credit hours units completed, will be on academic probation.
- Students on academic probation will be required to meet with the registrar before the beginning of the following Semester or withdrawal will result.

Student Code of Conduct

Upon enrollment at Caroline University, each student must be familiar with student code of conduct that is stipulated in the student handbook. Such code of conduct includes but is not limited to accepting duties and responsibility, staying away from cheating, dishonesty, plagiarism, falsification, violence, theft, use of drugs, gambling, and alcohol, demonstrating a well-rounded personality and professional competence, demonstrating cultural sensitivity and strong ethical character, following code of conduct, and treating other people with fairness and respect. Each student must have the responsibility and obligation to exhibit honesty and integrity at all times in the pursuit of a professional education and to respect the ethical standards.

Violation of this Code of conduct may lead to dismissal and/or probation from the university. All disciplinary matters will come before the administration, which will review the complaint, interview the person(s) involved and make a determination of the action. Results may include: dismissal of the charge, dismissal of the student, probation or suspension for a specified period of time. The finding will become part of the student's permanent file, possibly affecting a recommendation from Caroline University. The University reserves the right to dismiss any student for whom it feels continuation would be a detriment to the student, fellow students and/or the university. Any student in violation of any of student code of conduct shall be subject to redress.

Expulsion

The following practices are causes for expulsion:

- Cheating – The unauthorized use of study aids, examination files, and other related materials, and receiving unauthorized assistance during any academic exercise.
- Fabrication – The falsification or invention of any information in an academic exercise.
- Facilitating Academic Dishonesty – The intentional helping or attempting to help another student to commit an act of academic dishonesty.
- Plagiarism – The intentional or conscience representation of words, ideas, or work of others as one's own in any academic exercise.

Plagiarism Definition

Students are cautioned that Plagiarism is a serious matter and may result in severe consequences.

- A. Plagiarism is the presentation of the ideas, representations, or words of other, as one's own or permitting another to present one's work without the customary and proper acknowledgment of the sources. Any student(s) violating this policy by turning in work copied from another student may be subject to the consequences of unethical practices set forth in this catalog.
- B. Referral to or use of during an academic session, unauthorized materials, sources, or devices. Examples include, but are not limited to:
 1. Books, manuals, written materials, and Internet materials, etc.
 2. Falsifications of academic and clinical records, educational degrees, titles, job positions, etc.
 3. Inappropriate comments to faculty, staff, other student, etc.
- C. Providing or acceptance of unauthorized assistance during an examination. Examples include, but are not limited to:
 1. Looking or viewing at other students' exam answers
 2. Talking to another student or assisting another student with exam answers.
 3. Making or receiving gestures from another student to benefit in an exam
 4. Possession, purchase, sale or use of a copy of any materials intended as an instrument of evaluation (test or exam) in advance of its administration by the faculty
 5. Practice of any form of deceit in any academic exam setting, including acting as or enlisting a substitute.

6. Dependence on the aid of other or proving such aid in a manner prohibited by the faculty, in the research, preparation, creation, writing performance, or publication of work submitted for academic credit or evaluation.
7. Attempts to change one's academic record, to access the School computers, break-in offices for reasons not in keeping with academic probity.
8. Disruptive activities which infringe upon the rights of other individuals, or the rights of the faculty member, during classes, clinic periods or examinations
9. Making verbal or written threats, or any act of physical abuse towards students, faculty, or staff or the University. A violation of this requirement will result in immediate suspension while review if the incident is in progress
10. Willful violation or abuse of the canons of ethics for the school of the profession

Sexual Harassment Policy

Caroline University intends to provide a work and learning environment that is pleasant, healthful, comfortable, and free from intimidation, hostility, or any other offenses that might interfere with work performance. Harassment of any sort – verbal, physical, and visual – will not be tolerated.

General Definition of Sexual Harassment: Sexual harassment consists of overt activity of a sexual nature that has a substantial adverse effect on a person in the workplace. Such overt activity may include, but is not limited to the following:

- Verbal, written or graphic communication of a sexual nature.
- Patting, pinching, or unnecessary contact with another employee's body.
- Demands for sexual favors, accompanied by threats concerning an individual's employment status.
- Demands for sexual favors, accompanied by promises of preferential treatment concerning an individual's employment status.

All employees, and particularly supervisors, have a responsibility for keeping the work environment free of harassment. Any employee, who becomes aware of an incident of harassment, whether by witnessing the incident, or being told of it, must report it to their immediate supervisor, or any management representative with whom they feel comfortable. When management becomes aware that harassment might exist, it is obligated by law to take prompt and appropriate action, whether or not the victim wants the company to do so.

Students should immediately report, in writing or orally, any incident in which he/she believes sexual harassment has occurred. Complaints should be presented to the student's instructor. If the problem recurs, or if for any reason the student does not wish to discuss the problem with his/her instructor, contact a member of management.

Substance Abuse Prevention Policy

As a matter of policy, Caroline University has adopted and implemented a program that prohibits the manufacture and unlawful possession, use or distribution of illicit drugs and alcohol by students and employees on its property and at any University activity. Any violation of this policy will result in appropriate disciplinary actions, up to and including expulsion, even for a first offense. Where it is apparent that a violation of the law has occurred, the appropriate law enforcement authorities will be notified.

Drug use and alcohol abuse have harmed society through major health and safety problems and contributed to the deterioration of the nuclear family. The administration, staff and faculty are dedicated to providing education, awareness, treatment referrals, along with the legally mandated reporting and criminal sanctions.

Placement Services

The placement department offers instruction and guidance for students/graduates in the area of career planning and job search techniques, resume preparation, interview planning and preparation, Understanding the importance of networking, completing job applications, the characteristics of a professional image, interview follow-up, work place etiquette, time management skills, and successfully navigating the work place.

Definition of Distance Education

For the purposes of this policy, distance education is defined as a formal educational process and meets the following definition in all aspects: Education uses one or more of the technologies listed to deliver instruction to students who are separated from the instructor and to support regular and substantive interaction between the students and the instructor, either synchronously or asynchronously. The technologies may include the internet, one-way and two-way transmissions through open broadcast, closed circuit, cable, microwave, broadband lines, fiber optics, satellite or wireless communications devices; audio conferencing, or video cassettes, DVDs, and CD-ROMs, if used in a course in conjunction with any of the technologies listed above. This policy shall apply to all credit-bearing courses and programs offered through distance education by Caroline University

Principles of Distance Education

The following basic principles have been articulated:

1. While Caroline University ensures academic freedom and wishes to encourage innovation in instruction, the faculty also has a collective responsibility to ensure the academic quality and integrity of the University's courses, programs, and degrees. This responsibility extends to those courses and programs offered through Distance education.
2. If utilizing third-party providers in the offering of Distance Education courses and/or programs, Caroline University assumes responsibility for the actions of such third-party providers.
3. Distance Education courses Caroline University offers requires regular and substantive interaction between students and faculty. In other words, Courses which are offered as Distance education shall provide the opportunity for substantial, personal, and timely interactions between faculty and students.
4. Faculty and students have a right to know the modes of delivery and technological requirements of each course, program, and degree offered by the University. Students shall have access to this information before enrolling in a course or program. In other words, Caroline University appropriately notifies all Distance Education students whether programs that lead to licensure, or could be reasonably expected to do so, meet the requirements for licensure in the state or location in which the student resides.

5. Distance education programs and courses shall support and be consistent with the mission of Caroline University.
6. Students in the Distance Education program shall have adequate student services that include but are not limited to admission processes, financial aid services, registration, orientation, academic counseling, career counseling, information concerning the accessibility and use of the library and learning resources, technology support and student authentication.
7. The university shall provide appropriate support services to faculty who teach Distance Education courses. In other words, Distance Education faculty are trained, supported and evaluated in the use of technologies and methodologies utilized in the offering of Distance Education courses and/or programs.
8. Distance Education program in Caroline University is an optional mode of instruction. Nothing in this policy shall imply that Distance education is a preferred or required mode of instruction in the school curriculum.
9. The Distance Education program is appropriately reflected in the Caroline University's long-term planning, budgeting, and assessment processes.
10. The Distance Education program is fully integrated into the Caroline University's governance and academic structures and operations.
11. The Distance Education program that are offered at Caroline University meets, as applicable, the requirements of the American's with Disabilities Act.

Curriculum and Instruction of Distance Education

In the curricular review process, distance education programs shall demonstrate that they provide the opportunity for substantial, personal, and timely interactions between faculty and enrolled students.

The director of the distance education program assumes responsibility for and exercises oversight over the program, ensuring both the rigor of the courses and the quality of instruction. This includes:

The selection and evaluation of formally approved adjunct and/or part-time faculty.

Ensuring that the technology used suits the nature and objectives of the Distance Education program.

Ensuring the currency of materials, courses, and program.

Ensuring the integrity of student work and the credibility of the degrees and credits the University awards.

It is the responsibility of the director to ensure that reasonable safeguards are in place to prevent academic dishonesty.

Ownership of materials, faculty compensation, and copyright issues shall be agreed upon by the instructor and the University prior to the initial offering of a course.

No individual, program, or department shall agree in a contract with any private or public entity to deliver distance education courses or programs on behalf of the University without prior approval from the university.

Evaluation and Assessment of Distance Education

Faculty Committee shall review all Distance Education courses, even if the curriculum is largely derived from existing campus-based courses and shall continue to ensure that the educational program offered through distance education is appropriate for delivery through distance education methods.

The method of delivery for new courses shall become part of each curriculum proposal, to be reviewed under the normal curricular process.

Any significant change in the method of delivery for existing courses or programs shall be submitted as a course change proposal, to be reviewed by the director of the distance education.

The academic review process by the committee shall be used to evaluate the educational effectiveness of Distance Education courses (including assessments of student-based learning outcomes, student retention, and student satisfaction), and when appropriate, determine comparability to campus-based programs. This process shall also be used to assure the conformity of Distance Education courses to prevailing quality standards in the field of distance education.

A review and approval of all distance education courses, including those initially approved by the director of Distance Education, shall begin immediately and conclude within two years of the implementation of this policy. This review shall follow the normal process specified in the policy file.

The University shall maintain clear standards for satisfactory academic progress.

The University shall ensure the completion of student evaluation of learning outcomes by duly qualified faculty, which are appropriate for use with the distance education methods used and evaluated by duly qualified faculty.

Facilities and Finances of Distance Education

The program administrators shall provide evidence in the curricular proposal that:

The University standards are followed in setting course-loads per instructor and/or academic unit.

The program possesses or has access to the equipment and technical expertise required to deliver distance education courses and programs.

Any distance education program has received resource approval prior to commencing operation.

Calendar and Course Credits of Distance Education

Distance Education Courses will be offered according to the general University academic calendar.

Courses are offered on a semester calendar, however, if appropriate, shorter cycles are permitted with the permission of the Distance Education office.

Final examinations will be scheduled according to the designated examination period for the semester or cycle, unless otherwise approved by the Distance Education office.

Academic Credit will be awarded by designated course units on the basis of course content, course competence, extent of student time on task and instructor-student contact. One semester credit unit consists of combination of academic engagement in class and out of class. This is equal to the Carnegie Unit of 50 minutes for 15 weeks with two hours of preparation for every hour of class time.

As with any transfer coursework, academic credit may be transferred from a distance education course offered by other colleges or universities that are accredited by recognized agencies.

Course Integrity

Distance Education courses will comply with all related the University policies, including but not limited to:

- a. Academic integrity
- b. Code of Ethics
- c. Student Code of Conduct
- d. Disciplinary Policy
- e. Policy on Discrimination and Harassment

Courses will reflect good practices relating to:

- f. Well-articulated learning goals and expectations.
- g. Course procedures (e.g. communication, assignment submission)
- h. Student assessment
- i. Program and Course assessment
- j. University Disciplinary Policy
- k. University Policy on Discrimination and Harassment
- l. The inclusion of well-articulated learning goals, course expectations and requirements, and methods of communication with instructor, on the course syllabus.

Transcripts

Student transcript for Distance Education courses will be handled as traditional face-to-face course. Transcripts will not reflect the modality of courses.

FERPA Regulation

References to personal traits such as race, ethnicity, disabilities, age, and gender may be made public in accordance with the FERPA regulations.

Instructor Responsibility of Distance Education

Instructors in Distance Education program have responsibility for the quality of all program curricula. Ultimately, it is the instructor who is responsible for ensuring the integrity of the Distance Education offerings.

Student Performance Assessment of Distance Education

In specific cases student work may be utilized to serve a larger assessment such as for accreditation purposes. Such assessments will vary by the University and instructors should confer with designated officer whether his/her course is subject to such assessment.

Faculty Support Policy

The program administrators shall ensure that:

The University shall employ a sufficient number of faculty to assure that (A) the institution's response to, or evaluation of, each student lesson is returned to the student within 10 days after the lesson is received by the institution; and (B) the institution's response to, or evaluation of, each student project or dissertation is returned to the student within the time disclosed in the catalog.

The University shall maintain a record of the dates on which lessons, projects, and dissertations were received and responses were returned to each student.

The University shall ensure that the materials and programs are current, well organized, designed by faculty competent in distance education technique and delivered using readily available, reliable technology.

The University standards are followed in assigning course loads to instructors and awarding incentives to instructors teaching courses in distance education programs.

The Distance Education office possesses or has access to equipment, software, technical/design/production expertise, training, and technical/administrative support for effective and proficient delivery of distance education courses and programs, including potential changes in the technology or course structure.

The University ensures its long-range planning, budgeting, and policy development processes reflect the staffing, equipment, facilities, and other resources essential for the viability and effectiveness of distance education courses and programs.

Student Support of Distance Education

Student support is consisted of library and learning resources, student services, and technology service.

Library and Learning Resources of Distance Education

The program administrators shall ensure that:

- 1) Students have adequate access to and support in the use of appropriate library resources;
- 2) Students have access to laboratories, facilities, and equipment appropriate to the courses.
- 3) Students are provided with an adequate means for developing the necessary knowledge, skills, and abilities to use effectively any technology required for distance education courses.
- 4) Students are provided with necessary technical support, during evenings and weekends as well as "regular" operating hours, to resolve hardware and software problems encountered while enrolled in distance education courses.

Student Services of Distance Education

The program administrators shall ensure that:

- 1) Students are provided with accurate and timely information about the University, its distance education courses and programs, costs, and related policies and requirements.
- 2) Students are provided with an adequate means for developing the necessary knowledge, skills, and abilities to use effectively any technology required for distance education courses.
- 3) Students are provided with necessary technical support, during evenings and weekends as well as "regular" operating hours, to resolve hardware and software problems encountered while enrolled in distance education courses.
- 4) Students are provided with adequate access to the range of student services including enrollment/registration, academic advising, tutoring, career counseling and placement, personal counseling, and disability services.
- 5) Students are provided with an adequate means for resolving student complaints and grievances.
- 6) Students are provided with meaningful interaction with faculty who are qualified to teach using distance education methods.

Technology Support of Distance Education

1. The University assesses each student, prior to admission, in order to determine whether each student has the skills and competencies to succeed in a distance education environment.
2. The University shall provide adequate support services for the instructor and students participating in Distance Education courses, including necessary equipment, personnel and training.
3. The University designates the Distance Education office for technology support regarding the Distance Education program.
4. The Distance Education office handles administrative systems, equipment maintenance and general user support.
5. The Distance Education office also handles faculty support including instructional application and pedagogical issues involving technology.
6. The Distance Education office shall provide guidance and manuals for student training for the program.
7. Personal technology support is provided via telephone or email.

Intellectual Property Rights

Ownership of materials, instructor compensation, and copyright issues shall be agreed upon by the instructor and the University prior to the initial offering of a Distance Education course. Unless otherwise agreed by the University and the instructor and specified in writing, the University claims the intellectual property rights on the educational contents and materials in the course so that the University can use the intellectual property and its future potential for the University.

Faculty Duty and Responsibilities of Distance Education

1. A faculty of distance education must participate in distance education orientation. He or she also must participate in regular distance education workshop or seminar to learn to use distance education platform and be familiar with policy and procedures.
2. A faculty of distance education must create and submit a syllabus that is feasible for distance education including elements such as title, course description, education objectives, sequence and frequency of lesson or class sessions, length of the class, complete citations of textbook and other required written

materials, sequential and detailed outline of subject matter and list of learning outcomes and skills, instructional modes, or methods, etc.

3. A faculty of distance education must be able to use distance education platform that is adopted by the University.
4. A faculty of distance education must participate in faculty meeting and share input and feedback to improve the quality of distance education program, teaching effectiveness, and student success.
6. A faculty of distance education must collaborate with the director of the distance education or the one who is qualified to supervise distance education in conducting distance education class and collaborate the director of institutional research to collect student evaluation of the class.
7. A faculty of distance education must be able to verify student's identification in conducting distance education class. A faculty must communicate meaningfully and timely with students in commenting their work or assignment. This can be done through verifying student's login and password, their regular access to the class through platform and communicating with them through email and message. A faculty must collaborate with the director of distance education to verify their login and password if needed.
8. A faculty of distance education must verify and ensure that a student participates in distance education orientation and can use online platform to take the class.
9. A faculty of distance education must design a distance education course that contains meaningful interaction between faculty and student. Meaningful interaction between faculty and students can be stated in the course planner through syllabus reading, textbook reading, lecture note reading, lecture watching, quiz taking, essaying writing and comment, faculty responding to the questions and essay, forum participation, and threaded discussion and giving grading. And meaningful interaction must be appropriate and in timely manner. For instance, when the students submit course assignment or homework, a faculty must comment and respond within 10 business days.
10. A faculty of distance education must employ threaded discussion between faculty and students and/or among students whereby students and/or faculty can exchange review, research, and opinion through threaded discussion that is available in class, session and assignment. A faculty must create a forum in that students can make comment on the debate and discussion subject that is assigned by the faculty to share their input. Multiple students must be able to respond to each subject and students can share their opinions in threaded manner.
11. A faculty of distance education must continue to develop and improve distance education capacity and effectiveness by learning to expand knowledge of online technology and subject matter. Such effort must include but is not limited to taking online webinar class, reading of books that are related to online training and teaching guide, and be thoroughly familiar with Moodle Program Manual.
12. A faculty of distance education must be able to use educational resources and technology that is available to faculty on campus and on-line.
13. A faculty of distance education must continually monitor student's progress by evaluating their work, assignment and grade by using scoring rubrics in timely manner.

Procedure for Privacy in Distance Education Student

Student Identification Number

Caroline University issues each student a student identification number at the time of initial registration and each staff and faculty upon date of employment. These student and each staff and faculty IDs become unique identifiers for all individuals throughout their academic and professional career at Caroline University. The user ID is required for both students and faculty to access Caroline University's online class environment.

Secure Login and Password

Each distance learning faculty and student enters his/her user ID and password into the Caroline University login portal. This combination of user ID and password identifies faculty and students to the system on each subsequent course visit.

All parties accept responsibility for the security of their personal password

Caroline University online system requires all passwords to be updated every 180 days

Student information is individualized within Caroline University online system and protected from outside intruders

Faculty information is protected from student views and from outside intruders

Proctored Examinations

Instructional policies or institutional expectations may require distance learning courses to implement supervised, proctored examinations. Students must identify themselves to the remote or on-campus testing place with a current picture ID card. A Caroline University ID is preferred.

Governance Policy

Duties of Board of Directors

Governance – The board as a whole makes decisions and sets policies. Individual board members do not govern, they interact with their fellow members to come to a decision. Governing is only occurring during meetings with proper notice and enough members to constitute a quorum.

Implementation – Decisions may require action beyond the meeting. In many cases, that implementation is the responsibility of the president and his or her staff. In some cases, the board may authorize one or more members to implement a decision (e.g. choose a contractor for a planned improvement).

Volunteerism – Board members are normally expected to volunteer beyond attendance at meetings. Many times they assist in an area of their special expertise (e.g. a lawyer may look over contracts, a banker may interview accounting firms). A board member often volunteers under the supervision of a staff member (e.g. the director of development may supervise board members who are planning a silent auction or VIP reception).

Qualifications of the Board

For a person to be considered qualified for board membership, he or she should be:

- A faithful Christian
- An active member of a local church
- “Above reproach.” (Although we do not expect sinless perfection, we do expect a board member to maintain an honorable testimony consistent with a Christian confession.)
- Convinced that the ministry of this school is a worthy cause for those who are zealous for good works
- Financially supportive of the school
- Willing to serve by being involved in school activities and projects

Selection of the Board

The board invites nominations of qualified persons to the board. Those wishing to nominate potential members should contact the board of directors. The board will seek testimony as to qualifications of a nominee. A delegated individual will then contact the nominee to discuss his or her interest. If this nominee is interested in supporting the school by serving on the board, the board of directors will vote on the matter. Acceptance into membership requires a two-thirds vote by the members of the board who are present at an official board meeting. The board of directors is no less than five members and no more than fifteen members.

Duties and Responsibilities of Board Members

As stewards before God for the mission of Caroline University, the duties of the board of directors are to:

1. Uphold the bylaws
2. Pray for the achievement of God's purposes through this school
3. Participate in the ministry of this school by attending meetings, serving on committees, helping carry out special projects and/or attending special school functions.
4. Oversee the financial management of this school (e.g. discuss and help develop the annual budget, review audit statements)
5. Participate in development of funds necessary for operation of the school
6. Personally contribute to the financial support of the school

A Guardian of Policy

A board governs at the policy level by encouraging, protecting, defending, and strengthening the mission of the University. A board develops or approves the school's initial mission statement. From that point on, the mission statement serves as a plumb line to measure proposed goals or initiatives. A program that merely adds students or money should not be approved if it does not fit the mission. Board members are the stewards charged with assuring that the direction of the University is consistent with the mission statement. The details of how any approved goals or initiatives are to be accomplished is the work of the president and his or her administration. The president will submit an annual revision of the Five-Year Plan. The board will evaluate how the plans contribute to the mission of the school.

The mission statement should be periodically reviewed and perhaps even revised. However, changing the mission statement has many implications. Changing it should not be done casually or in isolation from various stakeholders (e.g. sponsoring churches, faculty and administrators, alumni).

In addition to a school's broad statements of policy (i.e., mission, goals, objectives, values, intentions...), a board will also approve various policy documents. The board gives major attention to the constitution, bylaws and board handbook. Other policy documents to approve include:

- Catalog
- Administrative Handbook
- Faculty Handbook
- Student Handbook
- Policy and Procedure Manual
- Library Handbook

Becoming Highly Qualified

Great institutions have great boards. Through your effort to be an exceptional and dedicated board member, our school will accomplish important things and be pleasing to the Lord.

Board members should stay informed about the University. This will involve attending meetings and reading various documents. One document, an annual institutional research report, will inform members of strengths and weaknesses that have been identified relative to each objective, goal, or component of the mission statement. Making oneself aware of higher education issues and trends will also be useful.

Board members should also value the work of the Personnel Committee. This committee is responsible to orient and continually train board members. They are also responsible to identify types of new members needed, recruit members as needed, and annually evaluate current members.

Relating to the Administration

Board members must not become distracted from their work by becoming involved in the daily operations of the school. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. Our accrediting agency will not be pleased if they find the board doing what should be done by administrators. The president and his or her team is responsible to carry out the policies.

The board will ensure the accomplishment of policy by annually reviewing the president based upon mutually agreed to (and written) expectations. The board will not supervise other administrators or staff. The board will encourage and nurture the president and his or her staff through good policies, fair compensation, and appropriate involvement. Board members are strongly encouraged not to explore specific issues of concern with individual faculty, staff or students, but to refer their concern to the Board as a whole, or to the president. Individual board members will have no authority to act for the University outside of the board meeting.

Representing the Institution

Outside of Board meetings, the Board will speak through the Chairman or member designated by the Chairman to represent the board.

The Board encourages open debate and dialog during the meetings with the expectation of discovering Godly wisdom in all decisions. Outside the meetings, the board speaks only through the Chairman with one voice. Individual board members should share with either the Chairman or the President significant issues raised by interested parties outside of the meetings. Issues of concern are encouraged to be brought to the board through the Chairman, through the members, or through the President. The leadership of the University will not be responsive to anonymous communications because it is an unbiblical process for resolving conflict or sharing criticism.

Using their regional, national, or global sphere of influence to leverage partnerships and friendships for the University. Advocating for the whole of the University rather than only a special interest area of personal concern and speaking with one voice as a Board of Trustees.

Help carry the responsibility to develop and help and maintain healthy relationships with key constituencies.

Institutional Finances: Management & Audits

As a guardian of a school's mission and goals, a board must manage financial resources efficiently and effectively. This is necessary to maintain the confidence of donors. Part of this is maintaining economic stability. This includes audits and controls to see that money is handled properly (e.g. according to sound budgeting procedures), fundraising from a large number of sources (e.g. so that there is not an

unreasonable danger if a small number of sources of income were to disappear), maintaining substantial equity in property and investments, keeping debt at a conservative level,

Finances: Giving

How could we possibly be making decisions for an organization to which we do not donate money? Jesus said that where your treasure is, there your heart is also.” It is shameful for us to think we should be making decisions for an organization that we do not even care enough about to help support.

Our commitment to give inspires (or discourages) other people’s commitment to give. Grant proposals normally include a declaration that “the board is fully committed to this project and each member has contributed to it.”

All members are to be a donor of record each year.

At meetings, announce number of donors and total board giving.

Finances: Fundraising

Engage all trustees in the "advancement" functions of the institution. In addition to requiring all trustees to be donors of record each year, all should volunteer the kinds of help in fund raising which they would enjoy and do well. Some trustees should be asked to help "link" with denominational leaders, community leaders, alumni groups, etc.

Supporting the University as a donor, prayer partner, and volunteer.

There are many ways to participate – invite to a tour or special event, write a letter, call to thank donors, donate items for a silent auction, buy a table of seats at a testimony dinner and invite your colleagues to come for dinner, open your home for a traveling dinner, host a breakfast, sell tickets to a \$100/plate dinner, ask churches to let your president speak, ask businesses to help sponsor an event, ... and of course ask your friends for a donation. Choose a couple of methods that are most comfortable for you.

Officer Job Descriptions

1. Chairman of the board of directors: Represents the board, directs business of the board, serves as chair of the board and Executive Committee, presides at board meetings, and directs the business of the board of directors. The president of the school cannot serve concurrently as the chairman of the board.
2. Associate Chair: Supports the board chair and helps execute board business. Assumes duties of the chairman in cases where the chairman requests (perhaps due to absence or health concerns), the chairman is deceased, or a two-thirds majority of the board of directors votes that the associate chair should assume the chairmanship.
3. Secretary: Takes minutes of board meetings and presents for approval the minutes of the previous meeting. (Minutes of a previous meeting are normally mailed to members so that time to review minutes is not necessary during an upcoming meeting.)
4. Director of Communications: Manages communication with board members and major constituents.

5. Auditors: Two auditors inspect all financial affairs of the board and school. This includes reviewing the execution of the budget, accounts, property management, and preparing a report to the board.
6. The president (i.e. CEO) cannot hold any board office.

Committee Job Descriptions

Use committees to help the *board* do its work, not to oversee staff work.

Remember, committees ordinarily speak *to* the board, not *for* the board.

Do not develop more standing committees than your school needs:

1. **Board Development Committee:** This committee provides continuous oversight of the bylaws, develops a roster of potential board members based on the board profile, nominates new directors, orients and trains board members, evaluates the governance process and the contributions of individual directors, and otherwise helps the board improve in governance. The Vice Chairman of the Board of Directors will chair and select this committee of two to four additional members plus the President.
2. **Executive Committee:** This committee arranges for the execution of orders and resolutions not otherwise specifically provided for by the Board of Directors. Between meetings of the Board, and, in accordance with the general policy of the Board, it will have the care and direction of matters pertaining to the welfare of the University, and especially will discharge such duties as the Board may assign to it from time to time. The members of this committee will include the Chairman, Director of Communication, Secretary, Treasurer, and University President.
3. **Academic Committee:** This committee evaluates the system of instruction, educational effectiveness, management, and all other matters pertaining to the educational objectives of the University and makes policy recommendations to the Board. The committee will recommend to the board policy regarding tenure and faculty rank. It will be actively involved in the tenure evaluation of individual faculty members—receiving the President’s tenure nominations and taking to the board recommended tenure action.
4. **Finance Committee:** This committee reviews financial and campus operational issues of the University. The committee will recommend policy to the board regarding financial operation, human resources, and campus operations. The Committee will hire an independent auditor to conduct an annual audit of the University finances. This committee will serve as the audit committee of the Board. This committee also recommends to the board policy regarding fund raising, admissions, and church and constituency relations. It will recommend to the board any new major fund-raising initiatives.

Administration

Administrators should not usurp governance duties, not should board members usurp administrative duties. The board sets policy and the administration implement that policy. Reports from the

administration show how policy is being carried out. The administrators are not to revise or ignore that policy. The board is not to interfere with daily operations.

Presidential Roles and Authority

Delegation to the President. While the board's job is generally confined to establishing the broadest policies, implementation and subsidiary policy development is delegated to the President.

All board authority delegated to staff is delegated through the President, so that all authority and accountability of staff -- as far as the board is concerned -- is considered to be the authority and accountability of the President.

Board policies direct the President to achieve certain results; President Parameters/Limitations policies constrain the President to act within acceptable boundaries of prudence and ethics. Beyond the written board policies and executive means, the President is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consonant with any reasonable interpretation of the board's policies.

Board Performance Review of President

The board will conduct an annual evaluation of the president. The Board is responsible to assure Presidential performance against the Board's written priorities and within Executive Parameters

As the board's single official link to the operating organization, the President's performance will be considered to be synonymous with organizational performance as a total. Consequently, the President's job contributions can be stated as performance in two areas: (1) organizational accomplishment of the provisions of written board policies, and (2) organizational operations within the boundaries of prudence and ethics established in board policies on Executive Parameters/Limitations.

Is school: within mission (not drifting from God's purposes), financially stable and operating under budgeting-accounting-investing policies, enrollment stability (and hopefully growth), operating smoothly through appropriate staff in charge of each area (e.g. academics and accreditation)

President to present a self-evaluation and for trustees to organize their evaluation of the President's performance and have it presented in a face-to-face debriefing with the President. The process for this evaluation shall include the following: The President will submit a draft of his priorities for the coming year. During an "evaluation conversation" the priorities will be refined to meet the satisfaction of both the President and the Committee. The following year's priorities will be used as the primary standard by which the President's performance is measured, along with the defined responsibilities of the President included in the University bylaws. The Committee will have an "evaluation conversation" with the President and will also meet together without the President. In addition, the Committee may choose to talk informally or formally with other University employees, students, constituents, and/or resource persons, and may at times use other mechanisms to gather information which will give them a full picture of the President's work and leadership of the University. The Committee will make a formal report to the

full Board during the fall meeting in Executive Session of the Board. The Board will take action on the Committee's report. With appropriate consultation, the Chair of the Board will set the President's compensation for the coming year.

Faculty Role in Shared Governance

Be clear in the Board Standing Policies Manual how the board expects the president to involve faculty in the institution's decision-making. Usually, the faculty share specific delegated authority in matters of curriculum and degree requirements, under the ultimate accountability of the president to the board. (Note: In late 1998 the Association of Governing Boards published a Statement on Institutional Governance that would be a good document to study and discuss.)

Meeting Patterns

Making attendance at the bi-annual board meetings a high priority in their calendar.

At least two per year – chairman or majority of members has power to call special meetings.

Act so as to exemplify and reinforce the organization's core values or question is the mission stronger at the end of the meeting as it was at the beginning?

The schedule for board meetings should be set two years in advance. The board will meet two times each year for a full day (including committee meetings).

Announce number of board members who have already fulfilled their minimal obligation of making at least one public gift and announce total receipts from board giving during the current academic year.

- Check quorum
- Review mission statement
- Committee time
- Committee report
- Board Training Presentation (rotated among members w guidance on materials to present)

Meet at least two times a year, with meetings scheduled far in advance, for specific purposes, with advance agendas. Be results oriented. Focus on reviewing and clarifying the ENDS policies; that is, do not just evaluate MEANS (any activity is a MEANS), but whether lives are being changed through those MEANS. Ask that most staff reports be mailed in advance to reduce staff oral presentations at board meetings.

Plan for the best physical setting, create special informative displays, organize a meaningful event, serve good food. Meetings are where most trustees either develop loyalty and commitment or experience frustration and disenchantment. Try to meet over a weekend in a retreat setting for an annual review and planning. Offer to reimburse trustees' expenses. Have good meetings and then don't tolerate continuous absences!

Develop a flow for the agenda that works best most times. My suggestion: good opening, president's report, financial report, committee meetings, committee reports, other business, executive session with the president, executive session without the president. Use meal times to meet and hear from faculty and students or a special guest.

Consider a wise "mentor" (probably not a board member) to observe meetings. A "mentor" can remind the board when it is getting into the work of administration and coach it toward board excellence. Board members themselves are too often reluctant to call attention to bad boardsmanship. That risks relationships. Still, the board must continue to develop its own competencies and a mentor can help.

Conflict of Interest Policy.

The purpose of this conflict of interest policy is to protect this tax-exempt corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the corporation or any "disqualified person" as defined in Section 4958(f)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations and which might result in a possible "excess benefit transaction" as defined in Section 4958(c)(1)(A) of the Internal Revenue Code and as amplified by Section 53.4958 of the IRS Regulations. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Definitions

(a) Interested Person.

Any director, principal officer, member of a committee with governing board delegated powers, or any other person who is a "disqualified person" as defined in Section 4958(f)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations, who has a direct or indirect financial interest, as defined below, is an interested person.

(b) Financial Interest.

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- (1) an ownership or investment interest in any entity with which the corporation has a transaction or arrangement,
- (2) a compensation arrangement with the corporation or with any entity or individual with which the corporation has a transaction or arrangement, or
- (3) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the corporation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Section 3, paragraph B, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Conflict of Interest Avoidance Procedures

(a) Duty to Disclose.

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

(b) Determining Whether a Conflict of Interest Exists.

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

(c) Procedures for Addressing the Conflict of Interest.

An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

After exercising due diligence, the governing board or committee shall determine whether the corporation can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the corporation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

(d) Violations of the Conflicts of Interest Policy.

If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

(a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was

present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

(b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Compensation

(a) A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

(b) A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

(c) No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

(a) Has received a copy of the conflicts of interest policy,

(b) Has read and understands the policy,

(c) Has agreed to comply with the policy, and

(d) Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

(a) Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.

(b) Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Use of Outside Experts

When conducting the periodic reviews as provided for in the previous section (Periodic Reviews), the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

Budget Policy and Procedures

- 1) Develop a budget, which assures accurate projections of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails, and disclosure of planning assumptions. The fiscal-year budget shall be approved by the board during the fall meeting.
- 2) Create plans for the conservatively projected income to be received in any fiscal year to be greater than the expenses projected to be spent in that period.

A full description of the budgeting procedures can be found in the administrative handbook.

Safeguarding Finances

With respect to the actual ongoing condition of the University's financial health, the President may not cause or allow the development of fiscal jeopardy or loss of allocation integrity. Accordingly, the President will properly manage the financial issues of the University, with Board approval required only for any of the following:

- a) Making any purchase or commit the University to any expenditure of greater than \$100,000.

- b) Making any purchase of over \$100,000 without sealed bids or a written record of competitive prices demonstrating prudent acquisition of quality goods, or any purchase wherein normally prudent protection has not been given against conflict of interest.
- c) Borrowing money.
- d) Investing the endowment funds as instructed by the Board.
- e) Failing to meet the covenant demands included in bond or loan agreements.

6. Require Periodic External Audits as Needed

(finance, governance, program, legal, structure, etc.)

Investment Policy

1. The board of directors will maintain responsibility for all investment matters of the corporation. It shall form a Finance Committee consisting of three or more members of the board who will be duly nominated and elected to such positions.
2. The board shall nominate and elect committee members that have significant knowledge and experience with regard to investing. The Finance Committee will propose and/or maintain policies and procedures that the full board will periodically review and revise investment policy for the corporation. Such policies and procedures must protect the interests of the corporation in the fulfillment of its non-profit and tax-exempt mission, purposes and objectives. These policies and procedures are also to be in accord with biblical principles.
3. Daily supervision of transactional and administrative paperwork pertaining to investments may be delegated either to a business manager or to the Finance Committee.
4. Investment policies shall be conservative, prioritizing safekeeping of principal. Aggressive growth funds that present higher risk shall be avoided. Normal growth funds may be suitable, in some cases, and any funds designed for growth shall be well diversified. The investment policies shall specify that a certain percentage of various accounts must be kept in bonds, CDs or other conservative investments. Three to six months of reserve capital shall be kept in a liquid account that is FDIC insured. No more than \$100,000 shall be kept in any one bank account so as to remain below the limit of FDIC insurance.
5. Our specific policies for diversification of endowed funds are as follows:

The target balance of endowed funds is to be 60% equity at cost basis and 40% in fixed income and money market funds. No more than 5% of endowed funds will be invested in a single stock. Of the equity portion of funds, the equity manager will weight the holdings to large cap and global equities. Of the fixed income portion of funds, bonds will be either corporate or government bonds rated B or better.

6. Our policies for ethical implications of investments are as follows:

Companies whose primary products are pornography, alcoholic, tobacco or gambling are not to be used in the portfolio.

7. Our policies for careful safeguarding of funds are as follows:

An independent, third party will hold endowed assets of financial instruments and submit monthly statements of accounts.

8. As a measure to prevent mistake, fraud, embezzlement and conflicts of interest, two types of audits will be conducted. A qualified individual will conduct an outside, opinioned audit. Since the corporation's independent auditor will not review all financial transactions, the board will conduct a regular review of the expenses of high-level administrators.

9. The Board of directors will keep maintain 10% of Contingency Reserve. Contingency Reserve funds may be kept in a safe account such as saving account or certificate of deposit account.

Procedure and Agenda for Board Orientation

The new member is not permitted to vote in board meetings until orientation is completed. The first step is for the Personnel Committee to give the current copy of this manual to the new member. Once the new member has completed the reading of the Board Handbook, he or she is to inform the chairman of the board. The chairman will then discuss the five-year vision and highlights of the five-year plan. The chairman will also give the new member a copy of the five-year plan. The next step is for the president to discuss the current state of the school. This will include highlights from the last annual institutional research report. The president will also give the new member a copy of the institutional research report. At this point, the new member is qualified to vote.

Use catalog and show key staff and administrators, and faculty, ... take on a visit to classes and chapel ... try to attend as many school events as possible (sports day, graduation, celebrations)

A board member should intentionally get to know the school's:

- Leading Administrators
- Mission, Goals, and Objectives
- History
- Programs
- Resources
- Programs for Developing Funds

Ongoing Training

Develop an *Annual Affirmation Statement* for each trustee to sign each year. Ask for recommitment to the mission, to the time required, to any statement of faith or creed, to your conflict of interest policy,

to an expectation that each trustee become an annual donor of record, and to anything else the board believes is important for it to become a more excellent board.

A segment of the board meeting, bring in an outside evaluator to monitor meeting and help suggest better functioning, ...

To become effective, a board must be involved in equipping its members. Individual members are equally responsible to utilize opportunities to equip them selves.

Alumni are an important source of institutional information and history, as well as donations. Therefore, it is not uncommon for the president of the alumni association to be either a non-voting or voting member of the board. Regular input or reports from and to the alumni association shall be important for mutual understanding.

Evaluation System

Without an ongoing program of board evaluation, there cannot be an effective program of ongoing board improvement. The board must have systems to both evaluate itself as a whole, as well as evaluate each member. Should also evaluate officers and committees, meetings, reports, training, evaluation systems...

Sometimes it is helpful to bring in outside experts to evaluate board functioning, accounting systems, fundraising strategies, or other matters.

Considering the status of members, contributions they may make or influence they may have, and the relationships among peers, evaluating members is difficult. However, it is necessary (as can be seen by the expectations of your accrediting agency).

When members lose interest, become sporadic in attendance, contribute less and less time or money, and they help drag the board down into mediocrity, there needs to be a way to break the inertia and aspire to greatness. New blood is needed. Instead of dismissing members, this often merely requires an honest look by each individual as to whether they still have the passion and ability to help make the University great. Sometimes we do people a favor by helping them find a way out of burdensome duties of membership. Instead, put them on an honorary board.

There are many good evaluation systems. The same system does not have to be used every year, but the variety of systems will allow for the strength of different systems to strengthen the board over a period of years (e.g. three or six years corresponding to one or two terms of service). A different evaluation instrument (possibly focusing on a different area) could be distributed at each meeting (and a report given each meeting from the previous survey).

Handing in evaluation surveys to someone who is neither on the staff or board of the school (e.g. a consultant, friend of the school, respected pastor) can result in more candid answers and a higher response rate. The person receiving the survey could then compile the responses and submit a report to the personnel committee, chairman, and/or president. Thus, the leadership learns whether certain issues are broadly felt as needing change or are only important to one or two people.

Question on agenda or instrument: “How could our board be improved?” Let members make suggestions.

An extensive evaluation is especially appropriate when the chairman or president retires.

Evaluations should not be done under tense circumstances, in the midst of a crisis, or when there is a conflict among members.

Should not be done by chairman or president.

Administrative Policies

Job Description of Administrators

President

The President of Caroline University is also its Chief Executive Officer. The President reports to the governing board and supervises planning, financial, and administrative activities. He or she directly supervises the Director of Administration and Dean of Academics.

Duties and Responsibilities

1. Work with the constituency, administration, and especially the board in determining the purpose and direction of the school;
2. See that the University is faithful to the fulfillment of its mission;
3. Serve as the sole, official liaison between the board and the University (but the President or board may invite other members of the University community to consult with or report to the board);
4. Recommend appointment of full-time faculty and administrators to the board;
5. Represent the University to internal and external constituencies as well as to the larger public;
6. Cultivate alumni, community leaders, churches and others as friends of the University;
7. Develop the financial resources needed to accomplish the goals of the school;
8. Promote the cause of the University and initiate necessary communication with other college or organization for its linkage and relation;
9. Receive and review the reports of the Deans;
10. Perform any other duties pertaining to the office of the President which are not specifically described above, but are assigned by the Board of Directors.

Dean of Academics

The Dean of Academics is the Chief Academic Officer (CAO). He or she directly supervises the registrar, director of admission, librarian, full-time faculty, faculty of graduate studies, and part-time faculty. The

Dean of Academic Affairs reports directly to and is supervised by the President. He or she is advised by faculty committees.

Duties and Responsibilities

1. Supervise the registrar, director of library, full-time faculty, part-time faculty, full-time faculty of each program.
2. Assure that an adequate system of registration & academic advising operates smoothly.
3. Recommend to the President the hiring, promotion, demotion, and dismissal of the registrar, director of library, full-time faculty, full-time faculty of graduate studies (i.e. before being hired, an applicant for any of these positions must have a recommendation from the dean of academic affairs).
4. Function as an advocate of the faculty.
5. Maintain high morale and healthy working relationships within the university.
6. Plan and operate academic programs for the University (e.g. plan curriculum, schedule and staff classes, maintain and improve the academic integrity and standards of the University).
7. Oversee faculty committee assignments;
8. Work with faculty committees and the director of faculty development;
9. Give leadership to the process of achieving licensure;
10. Represent the University in all governmental matters as directed by the President, maintain proper compliance with governmental regulations and licensing agencies as well as accreditation agencies. He or she shall establish and maintain proper relations with academic communities and other institutions.
11. See that the school continues to fulfill its mission statement, goals, and policies that are directed by president and determined by the board of directors;
12. Teach courses as needed;
13. Make an annual report to the President and the Board of Directors;
14. Prepare and oversee budget for academic affairs;
15. Recommend to the President and Board of Directors candidates for the conferring of all academic degrees and diplomas.

Librarian

Librarian performs professional and administrative duties in planning, developing, implementing, and directing university library services. These duties include budget preparation, evaluation, personnel, collection development, community relations and facility maintenance.

DUTIES AND ACCOUNTABILITIES:

1. Administers library policies, makes policy recommendations to the university, provides staff support and information to the faculty and students.
2. Prepares budget for Board approval, monitors and approves expenditures as directed by the Board, administers gifts, state and federal money.
3. Supervises personnel directly or through subordinates; hires and trains employees; assigns and monitors work; evaluates personnel; disciplines employees as necessary.
4. Evaluates library services and makes recommendations for improvements;
5. Works with elected officials, school officials and civic organizations to develop programs and resolve problems.
6. Administers maintenance of library facilities and equipment; works with architects and planners on facility development.

7. Reviews and approves selection of all materials for purchase.
8. Participates in professional meetings, classes, conferences and workshops.
9. Participates in organizational management through the committee process.
10. Reads professional materials to update and maintain knowledge and skills.
11. Accountable for all activities, programs and services.
12. Performs other related duties as assigned.

Registrar

Registrar provides leadership to plan, organize, and manage all of the activities related to the Records and Registration Department and office of admission, including serving as the official authorized keeper of the university's student records.

DUTIES AND ACCOUNTABILITIES:

1. Supervise and evaluate the Records, Registration and admission staffs
2. Organize and administer the records, registration and graduation functions, including transcript evaluations, admissions and the certification process in order to provide maximum service to students while ensuring efficient and effective workflow.
3. Participate and serve as part of the Academic Affairs Team.
4. Lead initiatives as determined by the Dean.
5. Supervise the coordination, evaluation and certification of all graduation applications, while overseeing the complete graduation process to include all elements of the rehearsal and ceremony.
6. Responsible for collecting, recording, maintaining and reporting of student records within FERPA guidelines, e.g., grades, registration data, transcripts, mid-term verification, athletic eligibility and audits and other associated audits
7. Provide leadership and develop appropriate recommendations for the implementation of related technology application in support of enhanced services offered through Registration and Records
8. Develop and administer the departmental budget
9. Problem solve the research, analysis and resolution of student disputes as they relate to records and registration
10. Collaborate with administrators, deans, faculty, IT and counselors to facilitate and improve services to students, including catalog and registration/records policy questions.
11. Administer the collective bargaining agreement for the support staff contract
12. Serve as ex-officio member of Curriculum Committee.

Dean of Students

The dean of students is authorized to supervise student life and services. He or she is responsible for the administrative oversight of the Student Services, chapel and student government. Pastoral and Pastoral counseling and Career development are part of his duties and responsibilities. The dean of student affairs reports directly to and is supervised by the President.

Duties and Responsibilities

1. Oversee student government and other student organizations (including supervision of the social activities and budget planned by the student government).
2. Oversee new student orientation
3. Oversee student activities (e.g. field education, student governance, counseling, and career development, chapel)
4. Maintain student retention initiatives (with special attention given to students in their first year of study)
5. Oversee student counseling
6. Oversee student discipline
7. Initiate relationships with all students and serve as a chaplain, counselor, mentor, and friend
8. Maintain and improve the student handbook
9. Prepare and oversee the student services budget

Director of Online Program

The Director of Online Program oversees the development, implementation, monitoring, and evaluation of on-line and alternative learning formats; Develops and implements policies, procedures and guidelines for distance learning program; Works with faculty and staff to promote distance education, develop on-line courses in conjunction with academic program and provide support to students and faculty.

Duties and Responsibilities

1. Directs the planning and operations of the distance learning program;
2. Coordinate and implements instructional design projects from inception to completion;
3. Ensures compliance with licensing and copyright laws and regulations
4. Develops and oversees implementation of distance learning student and faculty support services;
5. Responsible for developing and overseeing faculty development related to distance learning;
6. Collaborates with academic program faculty and external agencies to identify and provide quality distance education opportunities;
7. Provide consultation for the design, development, implementation and evaluation of distance education projects, programs and initiatives;
8. Identifies emerging trends and conduct needs analysis that offer opportunities for new programming and service;
9. Design, develops and delivers online training to faculty and staff in the use of instructional technologies and educational best practices, instructional resources, instructional technologies and multimedia hardware/software to support teaching and learning;
10. Collaborate with Dean of Academics, Director of Administrative Affairs and Dean of Students and President in budget development and oversight for distance learning program;
11. Coordinate with Dean of student affairs to manage enrollment strategies and course offerings for courses;
12. Other duties as assigned.

Director of Administration (DA)

DA supports the President and directs daily operations. The DA is responsible for overall administration and management of school. The DA reports directly to and is supervised by the President.

Duties and Responsibilities

1. Organize and oversee the work of the personnel in Finance, Information Resources & Technology, and Auxiliary Services and Physical Plant departments who care for the physical plant, and office and other staff
2. Conduct an annual evaluation of the personnel in Finance, Information Resources & Technology, and Auxiliary Services and Physical Plant departments
3. Maintain and improve the administrative handbook
4. Recruit and develop personnel needed in various departments
5. Maintain high morale and healthy working relationships within the school
6. Participate in institutional planning and to assure the five-year plan is carried out on schedule
7. See that the school operates in a fiscally sound manner (e.g. within an appropriate budget)
8. Assist the President in seeing that the school continues to fulfill its mission statement, goals, and policies that are determined by the board of directors
9. Assist the President in his duties as liaison between the board and the administration

Chief Financial Officer (CFO)

The chief financial officer supports the President & manages finance of the University. This work includes development and operation of policies that result in safe and efficient handling of money, assistance with the development of an annual budget, and monitoring (i.e. controlling) expenditures to assure that various components of the school remain within budget.

Duties and Responsibilities

1. Maintain accurate financial records (including exact records of all accounts of the general ledger)
2. Ensure protection of records through appropriate back-up procedures
3. Provide the CPA with data needed to perform an outside, opinioned audit
4. Facilitate and administer business dealings of Caroline University, being careful to relate to vendors as well as those who pay for services (e.g. students, renters) in an honest and courteous way that reflects the character of Jesus Christ
5. Check that money is used for its designated purposes (including special donations such as endowments, and budgeted items)
6. Lead the annual budget process with input from all administrators who operate a budget, the five-year plan and projections of income (e.g. tuition, rent, donations, endowments), and expenses
7. Monitor the Caroline University budget by releasing funds through budget request forms that show how much is left in the category from which funds are requested with the assistance of the budget personnel;
8. Monitor the Caroline University budget by producing monthly budget reports and by pointing out deficits with the assistance of the budget personnel;
9. Administer payroll and benefits plans with the support of the Payroll & Account Payable personnel;
10. Serve as a member of the finance committee of the board of directors;
11. Manage investments according to direction of finance committee;
12. Review cash flow daily, including review of payables with the assistance of the Payroll & Account Payable personnel;
13. Review student receivables and delinquencies monthly with the assistance of the Tuitions and Fees personnel;
14. See that notices are sent each month to students and others who are delinquent in payment.

Director of Institutional Research

The director of Institutional Research will lead and manage a comprehensive institutional research program that supports the University's Mission and strategic planning process. Reporting to the President, the director will also provide leadership in accreditation, institutional effectiveness, and program assessment.

Duties and Responsibilities:

1. Provide oversight and support for institutional and programmatic accreditation.
2. Maintain knowledge of accreditation policies and procedures.
3. Provide research support for ongoing activities in program assessment.
4. Analyze data summaries and develop appropriate research approaches to address significant issues.

5. Work collaboratively with institutional leadership to translate research findings into actionable strategic initiatives.
6. Provide leadership for the development of systems designed to assess institutional effectiveness.
7. Prepare environmental scanning reports to inform University planning assumptions particularly as it relates to enrollment and academic program planning.
8. Prepare and make presentations to internal and external stakeholders' implications of survey and research findings.
9. Serve as facilitator and/or liaison to various committees and task forces
10. Perform other related duties as assigned.

Director of Human Resources

Oversees the full scope of human resources. Directs staff in the areas of: organizational structure, employment, compensation, employee database maintenance, payroll, benefits administration, employee relations, orientation/training/development, and policy/procedure development. Oversees development and monitoring of the human resources division budget. Provides management support to the union or activities director as needed.

Duties and Responsibilities

1. Supervise human resources experience and its related matters for the full scope of human resources activities, both operations and analysis.
2. Manage the staffing process, including recruiting, interviewing, hiring, and onboarding.
3. Ensure job description are up to date and compliant with all local, state, and federal regulations.
4. Develop training materials and performance management programs to help ensure employees understand their job responsibilities.
5. Create a compensation strategy for all employees based on market research and pay surveys; keeps the strategy up to date.
6. Investigate employee issues and conflicts and brings them to resolution.
7. Ensure the organization's compliance with local, state and federal regulations.

Director of Admissions

Reporting to the President, the Director of Admissions provides the strategic direction and leadership for results-oriented admissions of considerable skill and innovation that is consistent with the goals and mission of the school.

DUTIES AND RESPONSIBILITIES:

1. Most important will be the personal qualities of integrity, intellectual curiosity, exceptional interpersonal and communication skills, significant strategic and analytical capacity, technological savvy, a collaborative work style, and commitment to excellence that characterizes the school.
2. Oversees all aspects of student recruitment for an educational institution.
3. In addition to marketing his school to the external community, he establishes admissions policies and ensures each class is filled with the appropriate number of qualified students.
4. Develops and implements all admissions goals
5. Develops and implements all admissions goals and strategy, working closely with the leadership of her institution.
6. Develops a marketing campaign that relays the school's mission to prospective students.
7. Recruits and hires team members for the admissions department
8. Works closely with the heads of every educational department as well as the financial aid team ensures that the admissions process runs smoothly.
9. Participate and serve as part of the Academic Affairs Team
10. Provide leadership and develop appropriate recommendations for the implementation of related technology application in support of enhanced services offered through registration and records
11. Develop and administer the departmental budget
12. Problem solve the research, analysis and resolution of student disputes as they relate to admission and student recruitment
13. Administer the collective bargaining agreement for the support staff contract
14. Serve as ex-officio member of Curriculum Committee

Director of Student Accounts

The Director of Student Accounts is responsible for the billing and collection of student tuition and fees, as well as the disbursement of financial aid funds, if any. The Director of Student Account is supervised by the Director of Business Affairs

DUTIES AND ACCOUNTABILITIES:

1. Supervise and evaluate the financial records related to registration and enrollment of students
2. Participate and serve as part of the Business Affairs Team.
3. Lead initiatives as determined by the Dean.

4. Assist the Registrar and Student Affairs staff with the coordination, evaluation and certification of all graduation applications, while overseeing the complete graduation process to include all elements of the rehearsal and ceremony.
5. Responsible for collecting, recording, maintaining and reporting of student records within FERPA guidelines, e.g., grades, registration data, transcripts, mid-term verification, athletic eligibility and audits and other associated audits
6. Provide leadership and develop appropriate recommendations for the implementation of related technology application in support of enhanced services offered through Student Accounts
7. Develop and administer the departmental budget
8. Problem solve the research, analysis and resolution of student disputes as they relate to records and registration
9. Collaborate with administrators, deans, faculty, IT and counselors to facilitate and improve services to students, including catalog and registration/records policy questions.

Chaplain

The Chaplain serves as the University's pastor and collaborates with other offices and individuals on campus to support the religious and spiritual well-being of a religiously diverse University community. The Chaplain reports directly to and is supervised by the President.

DUTIES AND RESPONSIBILITIES:

1. Serve as pastor to the University community providing pastoral counseling and
2. teaching in the faith
3. Maintain a visible and active presence in campus life to enhance religious
4. understanding and promote spiritual growth.
5. Provide and promote pastoral leadership to support community involvement
6. Oversee and coordinates the activities of the various small group on campus
7. Participate in University ceremonies.
8. Supervise and direct Chapel

Financial Policies

Projecting Income & Expenses

To develop the preliminary budget, three administrators (PRESIDENT, DAA, CFO) review prospective enrollment (and tuition revenue), prospective auxiliary income (e.g. rent), prospective donations (e.g. church donations, board donations, alumni donations), prospective endowment funding, key needs, major expenses, upcoming projects in the new revision of the three-year plan, and the total amount requested through Preliminary Budget Request Worksheets. The total of expenses is not to exceed 85% of the anticipated income from tuition, donations and other sources.

Budgeting

The annual budgeting process begins in the second week of January when the CFO sends the following memo to all administrators who are authorized to manage Caroline University funds (i.e. Dean of Academic Affairs, librarian, chief administration officer, program director, graduate dean, student dean, and chief financial officer).

Preliminary Budget Request Worksheet

The following worksheet is provided in order to assist us in developing a budget for the upcoming year. Please complete and return this worksheet to the chief financial officer no later than January 31st. By February 15th, the Budget Committee will prepare a preliminary budget. After the preliminary budget is set, you will be informed of the proposed allotment for your department in the upcoming year. You will then have two weeks to comment on this allotment. A proposed budget will be submitted to the board in mid April. The board will approve a budget in April, but a revision will be approved (based on enrollment, changes to the three-year plan, etc.) in November.

1) Last year’s amount budgeted for your department: _____

2) Were there any factors that made last year’s allotment unusually large or small (i.e. purchasing expensive equipment, temporary suspension of a program, etc.) _____

3) Amount of funds from last year’s budget still remaining (or over expended) at this time:
_____ Please indicate whether this represents a surplus or deficit by using a plus (+) or minus (-) sign

4) Will there be any factors that will make next year’s allotment unusually large or small (i.e. purchasing expensive equipment, temporary suspension of a program, etc.) _____

5) What could be done to save money in your department or other areas of the University?

6) Amount requested for your department in the upcoming year (list subtotals in categories):

Sample:

Salaries of student workers	\$4800
Supplies & Phone	\$840
Professional Development	\$300
New scanner	\$300
Total	\$6240

	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
Total	\$

After Preliminary Budget Request Worksheets are due, the budget committee (president, chief operating officer and chief financial officer) will have about two weeks to develop our preliminary budget. The preliminary budget will include proposed allotments to each department requesting funds. To develop the

preliminary budget, these administrators will review prospective enrollment, revenue, key needs, major expenses and the total amount of funds requested through Preliminary Budget Request Worksheets. The total of funds for all departments cannot exceed 85% of the anticipated income from tuition, donations and other sources. By February 15th, the chief financial officer will send a Preliminary Budget Response Memo to each department that requested funds (see below).

Preliminary Budget Response Memo

After reviewing anticipated enrollments, donations, key needs, major upcoming expenses, and Preliminary Budget Request Worksheets from all departments, the budget committee has completed a proposed budget. Below you will note the amount you requested for the upcoming year, as well as the amount allotted in the preliminary budget. The budget committee will meet in mid-March to finalize the budget. Therefore, if you believe that in spite of our school’s budget constraints, your department should receive more funds, please make an appointment with the chief financial officer in early March.

Amount requested	\$
Amount allotted	\$
Difference (indicate plus or minus)	\$

Please update your proposed amounts of funds in each subcategory and return this form by the end of the first week of March.

	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$

Total	\$
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During mid-February, the budget committee will complete their final proposal for the upcoming year's budget. This budget will be submitted to the President (if the President delegated his or her authority and participation in this process) by the end of the second week of March. Unless the President requests further work on the budget, it will be submitted to the executive committee of the board of directors by March 15th. The board will vote on this proposed budget at their Stated meeting (May or June).

Purchasing

Any staff member who operates a budget may initiate a purchase if it is within his or her budget (i.e. is an item that has been budgeted for and if the budget has not been overspent). A purchase is initiated by submitting a Purchase Request Form (see below) to the business manager.

Personnel Policies

Employment

Authority to Employ

The board of directors is solely responsible to hire, and if necessary, dismiss presidents of Caroline University. The President will recommend full-time administrators to the board for their decision on hiring, but the President may decide on hiring part-time administrators. Full-time faculty will be recommended to the board by the President after the Dean of Academic Affairs recommends them to the President. The Dean of Academic Affairs may decide on hiring part-time faculty.

Terms of Office

The term of the President is four years and the term of other staff is one year, or as determined by the board. The term can be repeated.

Re-appointment and Removal

Administrators can be re-appointed by a majority vote of the Board of Directors. In the unusual event that the board feels an administrator needs to be removed in the midst of a term of service, this can be done by a majority vote of the Board of Directors (however, due-process policies must carefully be adhered to).

Non-Discrimination Policy

Caroline University, in compliance with Titles VI and VII of the Civil Rights Act of 1994 and Title IX of the educational amendments of 1974, does not discriminate on the basis of race, color, national origin or sex in any of its policies, practices or procedures.

Equal Opportunity Policy

Caroline University affirms that spiritual unity among all its employees and students is essential to the fulfillment of its mission (1 Cor. 1:10; Eph. 4:1-4, 16). Caroline University further affirms that all men are created in the image of God (Gen. 1:27) and, therefore, are to be afforded equal opportunity as follows:

In administration of its educational, admissions, and employment policies, scholarships and loan programs, athletic and other school programs, job recruitment, hiring and promotion policies, and employment benefits, Caroline University shall:

1. Determine that each student is committed to receiving an education in accordance with Caroline University's doctrinal statement and that each employee of the University and each student of the University profess the Christian faith in word and deed, recognizing that Christ has commissioned each of His followers to evangelize the world and to disciple fellow believers (Matt. 28: 18-20), that God has commanded His followers to carry out this commission corporately with fellow believers only (2 Cor. 6:1, 14-18), that God has determined that each follower plays an integral part in the fulfillment of this commission no matter what his particular job may be (1 Cor. 12:12, 18, 20-25), and that Caroline University has been organized and staffed accordingly.

2. Afford equal opportunity to applicants, students and employees without regard to color, race, or national or ethnic origin, recognizing that all mankind is of one blood, being descendants of Adam (Acts 17:26).

3. Afford equal opportunity to applicants, students and employees without regard to gender and consistent with a scriptural family policy, recognizing that God created mankind male and female (Gen. 1:27) (as determined at birth and not subject to change), and recognizing that God instituted and defined the family as the primary civil institution of human governance, designating a specific authority structure within the home (Eph. 5:22-23; 1 Pet. 3:1-7).

4. Base decisions upon a person's qualifications for the position being filled or the benefit sought, recognizing that God has gifted men variously, as He wills (Ex. 35:30, 36:2; 1 Cor. 12:6-11; Rom. 12:3-8; Eph. 4:11-13).

5. Afford equal opportunity to applicants, students and employees without regard to age or physical or mental disability, unless such condition would impede one's ability to fulfill the demands of the position or activity under consideration, recognizing that age and physical or mental disability can interfere with one's ability to fulfill a particular responsibility (Deut. 31:2).

Employment at Will

All employees not under contract are employed at the will of the University for an indefinite period. Employees not under contract may resign from Caroline University and may be terminated by the University at any time, for any reason. No statement or representation in this handbook or any other University publication or by any University employee should be construed as a promise or guarantee of permanent employment.

Conflict of Interest

The University expects that each employee will use good judgment, high ethical standards, and honesty in all business dealings with and on behalf of the University. The employee has a responsibility to avoid any conflict of interest or appearance of conflict of interest.

Outside Employment. Prior approval must be obtained before outside employment is accepted. Requests for permission to work at another job will be reviewed case-by-case subject to the following considerations:

1. Whether the outside employment will in any way lessen the employee's efficiency in working for Caroline University
2. Whether the outside employment is with an organization, which does business with Caroline University or is a competitor of Caroline University.
3. Whether the nature of the outside employment will adversely affect Caroline University's image in the community.

Outside employment will not be considered an excuse for poor job performance, absenteeism, tardiness, or refusal to work overtime.

Employees who have accepted outside employment are not eligible for paid absence when the absence is a result of injury or illness associated with that employment.

Employment of Relatives

The University will permit concurrent employment of close relatives unless the employment relationship between relatives could reasonably lead, or appear to lead, to business related conflicts of interest, improper influence, favor or consideration. The following are examples of circumstances in which the University shall not permit concurrent employment of close relatives:

1. Where one relative has, or would have, the authority or practical power to supervise, appoint, remove, or discipline the other.
2. Where one relative would be responsible for auditing the work of another.
3. Where other circumstances exist that would place a relative in a situation of actual or reasonably foreseeable conflict between the University's interests and their own.
4. Where, in order to avoid the reality or appearance of improper influence or favor, or to insure confidentiality, the University must limit the employment of close relatives of policy-level officers of other organizations or individuals with which it does business.

In cases where persons related by family or marriage are employed by the University, those faculty or staff members shall not initiate, participate in, or exercise any influence over decisions involving an individual benefit to a person related by family or marriage. Such benefits include initial appointment, retention, promotion, salary, leave of absence, and grievance adjustment. In situations where a conflict of interest might occur under normal operating procedures, the responsibility for the decision will pass to the next higher administrative level.

For the purposes of this policy, a relative shall mean husband, wife, father, father-in-law, mother, mother-in-law, grandparent, brother, sister, son, daughter, uncle, aunt, nephew, niece, cousin, or grandchild and their respective spouses, whether the relationship is established by blood, marriage, or otherwise.

Independent Contractor Agreements

Independent Contractor Agreements may be made with approval of the President when the following prerequisites are met:

1. The University controls or directs the ends to be accomplished, not the means and methods.
2. The work or project is a "one-time thing" not to be periodically continued throughout the academic year.

3. The individual develops and/or performs the service on his/her own time schedule and does not spend most or all of his/her time serving the University.
4. The University does not furnish tools or normal workplace.
5. The individual holds himself/herself out as available to perform similar services to the general public or other organizations similar to Caroline University

Services that do not meet the foregoing criteria may be arranged as temporary employment. The President must approve temporary hiring.

Independent contractors are not employees of Caroline University and will not be covered by University insurance or other employee benefits. Neither social security contributions nor federal or state income taxes will be paid by Caroline University or deducted from any compensation paid by the University.

The Business Administrator will automatically process payments as scheduled in an executed contract unless informed of changes due to incomplete or unsatisfactory work or for any other reason.

Alternatively, department managers may reserve the option to prepare check requests for each payment due according to the contract.

Performance Review

Policy Statement

Each employee is to undergo annual performance review. The President will be reviewed by the board. If the President is not also the DAA, the President will conduct an annual review of the DAA. All other administrators will participate in a formal review each year. This review will be preceded by the administrator submitting a report to the DAA analyzing the administrator's achievement of the criteria listed in his or her job descriptions (see "performance evaluation"). These administrators will also submit a proposal for their own professional development in the upcoming year. All faculty members are evaluated by the Dean of Academic Affairs. Full-time faculty members participate in a formal evaluation conducted by the Dean of Academic Affairs. (See the Faculty Handbook for specific details.) Part-time faculty may choose to participate in formal evaluations. Student evaluation data will continually be reviewed by the Dean of Academic Affairs so that he or she may consider these evaluations when assigning courses.

The Professional Development and Review Process has as its primary purpose the continual improvement and development of each employee's talents, skills and abilities as they relate to job performance. It is a process of on-going planning, review and development involving the supervisor and the employee, who together identify common goals, which correlate to the higher goals of the department and the University.

Overview & Guidelines

Reviews are conducted semi-annually in October (for the review period April-September) and in April (for the review period October-March) for all regular full time and regular part time staff. In an effort to make this process flow as smoothly as possible.

The April review will be comprehensive for all employees. Supervisors will be given the option to submit only the Self-Assessment and Job Description at the October review for employees they have supervised for less than 90 days or more than one year. This option may be exercised ONLY if there are no significant changes in the employee's job responsibilities or performance in the current review period and there is at least one full review on file in the President's Office. Goal setting may be done on the Self-Assessment (Part I) see addendum.

Since this is a joint, on-going process between supervisor and employee, there should be no surprises at the time of the review. Performance evaluations must be conducted in a private interactive face-to-face meeting with the employee and immediate supervisor.

A portion of the supervisor's responsibilities includes timely evaluation of each employee supervised. Therefore, satisfactory completion of performance reviews may be included as part of the supervisor's review. Those supervisors who fail to submit performance evaluations when due will be reported to their department/division head and to the President, and eligibility for salary increases for the supervisor and their subordinates may be temporarily suspended.

The President will review all evaluations in order to determine training and development needs from Supervisor's Requests. The President will assist in making determinations to:

- * Prioritize University training needs
- * Allocate budget to meet those needs
- * Out-source additional training
- * Designate individuals to receive training from an outside source who will be willing to subsequently train others.

All supervisors of regular full-time and part-time staff from each department must be trained in the Professional Development and Review Process. The Business Administrator will schedule training sessions for the performance evaluation process prior to the due date of each performance evaluation.

Professional Development and Review Plan (See Addendum)

Part I-- Self- Assessment

All employees will complete the Self-Assessment (Part I) portion of the Professional Development and Review Plan in April and October of each year. Supervisors should distribute the form to all employees allowing at least one week for completion. This item is a significant contributing element to the Review

and Goal-setting (Part II) portion of the process, to be completed by the supervisor in April of each year (and in October if supervisor has supervised the employee at least 90 days but less than one year. This option may be exercised ONLY if there are no significant changes in the employee's job responsibilities or performance in the current review period and there is at least one full review on file in the President's Office. Goal setting may be done on the Self-Assessment (Part I).

Supervisors may signify agreement with proposed goals, write in additional goals, and make written comments as appropriate, on the Self-Assessment. If this method is used, a copy of the Self-Assessment must be returned to the employee with supervisor's comments. Alternatively, a separate goals sheet may be attached showing goals agreed upon by both employee and supervisor.

Part II -- Review and Goal-Setting

The Review and Goal-setting section will be completed on all employees at least once a year. This must occur for the April review. It is optional for the October review for employees supervised by the same evaluator for less than 90 days or more than one year. This option may be exercised ONLY if there are no significant changes in the employee's job responsibilities or performance in the current review period and there is at least one full review on file in the President's Office. Goal-setting may be done on the Self-Assessment (Part I).

Supervisor will complete the instrument using the employee's Self-Assessment, performance logs and any other materials that will support evaluative comments. The "Supervision" element may not be applicable to all employees.

All employees must sign the evaluation and receive a copy. The signature indicates only that the supervisor discussed the review with the employee and does not necessarily signify concurrence. The employee may submit a written response, to be attached to the review or forwarded to The Office of the President separately.

Job Description

Each employee's Job Description will be reviewed, and revised as needed, at each six-month review period. The employee and the supervisor will sign it to signify agreement on the current and growing responsibilities. A signed copy will be forwarded to the Office of the President with the Professional Development and Review Plan.

A recommended Job Description format is included at the end of the Performance Evaluation Form. Use it as a guide, and not as a fill-in-the-blanks form. The recommended format has been designed to comply with the Americans with Disabilities Act, as it pertains to written job descriptions.

Supervisor's Request (optional)

The Supervisor's Request is optional, to be used as needed. The Supervisor's Request will be submitted with the completed evaluation only if the Position Title or Job Grade needs to be changed, or if a wage or salary adjustment is needed, or if there is a training need that cannot be met by the department.

Policy on Access to and Maintenance of Personnel Files

A personnel file on each active employee will be maintained in the Office of the President. Personnel files are official records belonging to the University and maintained by the University for the purpose of administering its personnel program. All personnel records maintained by the Office of the President are official University records. The Office of the President is responsible for maintaining personnel records, and for adding, correcting or removing materials from the files. The Office of the President is also responsible for custody of the files and this office alone shall determine the information to be placed in the files.

It is the responsibility of each employee to keep the University advised of any changes in name, address or telephone number. Employees must also inform the Office of the President and the Business Administrator when changes occur which affect tax withholding deductions, or benefits coverage (e.g. marital status, number of dependents).

The individual personnel file will include, but will not be limited to, the following:

1. Information pertaining to bona fide occupational qualifications such as employment application, resume, transcripts.
2. Personnel actions such as appointment, change of status, promotion and history of changes in title and salary.
3. Performance evaluations and merit increase, transfer and promotion recommendations.
4. Documentation of discipline matters.
5. Awards, records of training, and service to outside organizations and professional associations.
6. Internal correspondence concerning the employee.
7. Insurance forms, retirement plan forms, tax forms, and other materials necessary for the administration of employee benefits.
8. Employment Eligibility Verification (Federal Government Form I-9).
9. Personal information data sheet.

A personnel file may contain personal data as well as employment information. The Office of the President regards this information as highly confidential. Under certain conditions, personnel files shall be made available to individuals having a bona fide need to review them as determined by the President, in accordance with the following provisions:

Employees may review their personnel file. A request to review one's file shall be made in writing in advance to the President. The review of the file shall be made during the regular business hours of the

Office of the President. A representative of the Office of the President shall be present during the review of the file. Employees may attach their own comments to any materials in their file.

Requests by an employee or his/her designated representative for copies of personnel records will be honored at a cost not to exceed the actual cost of duplication. Handwritten notes may be made, but the file or any portions thereof shall not be removed from the Office of the President.

Supervisors or administrators shall have access to the personnel files of employees in their areas of responsibility on a need-to-know basis.

University employees carrying out the official functions of the University may be allowed access to information in personnel files, to include only that information necessary to carry out those official functions.

Personnel files may be reviewed by persons outside the University with the consent of the employee or upon presentation to the Office of the President of a duly processed subpoena or other legal order, provided, in the latter instance, that a reasonable effort is made by the University to notify the employee of the order in advance of compliance.

General personnel information is made available to governmental and accrediting agencies. Salary information about positions, but without identifying the salaries of specific employees, may be made available to appropriate governmental and accrediting agencies, as well as professional organizations. Such information is made available, however, with a restriction against publication, except in a composite report showing salary ranges or averages, but not individual salaries.

Verification of employment, title and length of service is made available to credit agencies, retail stores, insurance companies, and other institutions and agents, which extend credit or check credit standing. Salary information is not released unless the employee or former employee has given written permission for its release.

Non-derogatory public information, which is already published, such as information contained in University or local telephone directories or in University catalogs, may be divulged unless the employee has specifically requested otherwise.

Forwarding addresses and telephone numbers and unlisted telephone numbers will not be released externally; however, the Office of the President may offer to contact an employee or former employee in order to pass on a message.

A former employee's personnel file will be maintained in the Office of the President three years after termination of employment then transferred to storage for an additional four years.

Promotions and Transfers

In the recruitment of personnel to fill vacancies or new positions, employees shall be given the opportunity, along with other applicants, to be considered for positions that would represent promotion.

Transfers to lateral or lower positions will be considered where such transfers may serve to alleviate undue personal hardships or for other compelling reasons. All requests for promotion or transfer should be directed to the Office of the President. A performance evaluation no more than six months old must be on file in the Office of the President in order for a request for promotion to be considered.

Generally, employees are expected to have performed satisfactorily in their present position for a minimum of six months before being considered for promotion or transfer outside the department.

Before employees may be interviewed and otherwise formally considered for promotion or transfer, the employee's immediate supervisor must be notified.

Student Employment

To learn about vacancies or to apply for a position while a student at Caroline University, contact the Business Administrator.

Termination of Employment

Before leaving, a terminating employee is required to arrange for an exit interview with the Office of the President in order to clarify any questions regarding earned vacation, insurance options, disposition of retirement account, a forwarding address, and such matters. The Employee Handbook, I.D. card, keys, University credit cards, health plan cards and other University property must be returned at this time. The final paycheck will be released upon evidence that the above interview has been held, and that all University property has been returned.

Leave

Leave can be granted for various reasons. Caroline University will refrain from replacing an employee for at least six weeks in any twelve-month period – whether or not those twelve months fall within a single academic or calendar year. Please note that the six weeks may not necessarily be continuous.

Sick Leave

We sympathize with employees who have difficult physical situations. Full-time faculty, staff and administration are granted up to five paid sick days per academic year if needed. Further sick days can be granted but will be considered unpaid leave. Unfortunately, we are not able to grant paid sick leave to part timers.

Maternity Leave

We rejoice with families who are blessed with the stewardship of new lives. Up to six weeks of leave are granted to both new mothers and new fathers who are full-time employees. For new mothers, up to three weeks will be considered paid leave and the remaining three weeks will be unpaid. For new fathers, one week will be considered paid leave and the remaining five will be unpaid.

Personal Leave

Personal leave may be needed for various reasons (e.g. funerals, family events, graduations). Full-time faculty, staff and administration are granted up to three paid personal-leave days.

Missionary Leave of Absence

Full-time faculty and staff who have been employed by Caroline University for three consecutive years are eligible for one week's paid leave of absence during their fourth year of employment, as well as every second year thereafter, for missionary service. This leave of absence is primarily for international missionary service; however, domestic missionary endeavors may also be considered. Faculty requests should be directed to the President through the Dean of Academic Affairs. Non-faculty requests should be directed to the President through the individual's immediate supervisor.

Leave Without Pay

Any regular, full-time employee may be granted leave of absence without pay when approved in writing by the University president or (for faculty) the Dean of Academic Affairs. Leaves may be granted for reasons including the following: travel, study or research; public service; medical; maternity and infant care; active military duty and/or military training in excess of two weeks annual training duty. (See Military Duty Policy for policy concerning annual military training duty. See Family and Medical Leave Policy for eligibility requirements for FMLA job protection during an eligible leave.)

An employee who is granted military leave must apply for re-employment not later than 90 days after release from duty and/or in accordance with the existing Re-employment Rights Section of the Universal Military Training and Service Act.

A leave of absence without pay will not usually exceed twelve consecutive calendar months, but not more than 36 months in any case. An employee granted such a leave may be reinstated to the same or a comparable position at the end of the leave if he is in satisfactory physical and mental condition to resume responsibilities and such a position is available. Failure to return to work at the expiration of the leave will be considered to be a resignation. The effective date of termination will be the last day before leave.

Other employment while on leave is cause for termination unless specifically approved

While on leave of absence without pay an employee may continue all benefits approved by the Office of the President, with no break in coverage, by making arrangements with the Business Administrator. Length of service will continue to accrue during the leave and any subsequent approved extensions. Employees will not receive pay for holidays falling within a leave of absence. Vacation time and medical leave will not accumulate during such leave.

Legal Proceedings, Jury Duty, and Voting

Leave with pay is granted regular employees when their service on jury duty or as a witness is required, where the employee is not a party, provided official orders from the appropriate court are presented. The

employee's regular University compensation will be reduced by the amount of compensation, if any, received for such services.

Employees of the University are encouraged to exercise their constitutional right to vote in all federal, state and local elections. Therefore, when normal working hours coincide with voting hours, time off for voting may be authorized by the immediate supervisor.

Holidays

The following days are typically designated as paid holidays: Good Friday, the Monday following Easter Sunday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and the day after Thanksgiving Day. The University is typically closed for two weeks between the Fall and Spring semesters. This period is considered to be a holiday for faculty and non-mission-essential staff and administrators.

The primary purpose of a holiday is to provide a day of rest and/or commemoration. If an employee must work on a scheduled holiday, every effort will be made to arrange for a compensating day off in lieu of the holiday as soon as possible, and preferably within the same pay period. This approach will always be primary, with payment for holiday work a last resort. Any holiday work must be approved in advance.

If the schedule of an employee calls for a regular day off (e.g. vacation) to fall on a holiday, every effort will be made to schedule the individual for another compensating day off in lieu of the holiday. If this is not possible, then an additional day's pay will be made.

Temporary employees are not eligible for holiday pay.

Family and Medical Leave Act (FMLA) Policy

1. PURPOSE OF THE POLICY:

The purpose of this policy is to outline the rights and responsibilities of Caroline University and its employees as provided by the Family and Medical Leave Act (FMLA), effective August 5, 1993. Compliance with the requirements outlined in the FMLA ensures that an employee taking an approved leave of absence will not lose employment because of the absence. Caroline University is not required to ensure continued employment if an extended absence from work is not governed by the provisions of the FMLA.

2. GUIDELINES OF THE POLICY:

A. *OVERVIEW*

1. A family leave of absence, and/or medical leave of absence, is an approved absence available to eligible employees. An eligible employee is entitled to 12 weeks of unpaid leave during a 12-month period to care for:

- a) the employee's newborn child or child placed with the employee for adoption or foster care,
- b) the employee's spouse, child or parent with a serious health condition, or
- c) an employee's own serious health condition.

B. SCOPE

- 1. The provisions of this policy apply to all family and medical leaves of absence, except those covered under paid employee benefit plans or policies. If the employee is requesting FMLA qualifying leave and is entitled to paid leave **all accrued and unused paid leave must be taken first**. Paid leave so taken will be counted against the employee's total FMLA leave entitlement. The employee will be notified that paid leave will be counted as FMLA leave within two (2) business days of making that determination. The notice will be confirmed in writing to the employee on or before the following payday.
- 2. The provisions of FMLA do not apply to employees eligible for Worker's Compensation. FMLA leave may run concurrently with a Worker's Compensation absence.

D. ELIGIBILITY

- 1. To be eligible for leave under this policy, an individual must have been employed at Caroline University:
 - a) for at least 12 months, and
 - b) for at least 1,250 hours of service during the 12-month period immediately preceding the leave.
- 2. Subsequent eligibility will be determined by looking back twelve months from the first day of a new FMLA leave period, which is requested by the employee.
 - b) FMLA leave may not exceed twelve weeks in any twelve-month period, computed from the date leave is first used.
 - c) The determination of whether an employee meets the minimum service and hour requirements of the FMLA must be made by Caroline University as of the date the leave commences, and Caroline University will advise the employee whether he or she is eligible within two (2) business days after making a determination of eligibility.

E. BASIC REGULATIONS AND CONDITIONS OF LEAVE

- 1. Caroline University will require from the employee a medical certification to support a request for a leave involving a serious personal health condition or a serious illness of a spouse, child or parent. The medical certification must include the date the

condition commenced; the probable duration; and medical facts regarding the condition.

- a) For the employee's own medical leave, the certificate must include a statement that the employee is unable to perform the functions of his or her position.
 - b) For leave to care for a seriously ill spouse, child or parent, the certification must include an estimate of the amount of the employee's time needed to provide care to the family member.
2. Caroline University may, at its own expense, require a second medical opinion and periodic recertification. If the first and second medical opinions vary, Caroline University may, at its own expense, require the binding opinion of a third health care provider, approved jointly by Caroline University and the employee.
 3. If medically necessary, such **leave may be taken intermittently or on a reduced work schedule**. If leave is requested on this basis, Caroline University may require the employee to transfer temporarily to a different position which better accommodates recurring absences or a part-time schedule. The alternate position will have equivalent pay and benefits. Expectant mothers may take intermittent leave for prenatal care.

The decision to grant leave on this basis rests solely with the President, based on a medical certification stating when the condition commenced; the probable duration; and medical facts regarding the condition. The decision as to a temporary transfer to a different position rests solely with the President.

4. When husband and wife are both employed by Caroline University, together they are entitled to a total aggregate of twelve weeks of leave--not twelve weeks each--for the birth or adoption of a child or for the care of a sick child or parent.
5. Medical Leave, Vacation Leave and Disability Integration
 - a) Employees requesting FMLA qualifying leave for birth of a child or for serious personal illness will be **required to substitute all accrued medical leave** for all or part of any (otherwise) unpaid FMLA leave. Eligible employees remain entitled to disability coverage; subject to prevailing plan provisions as identified in the disability handbook.
 - b) Employees requesting FMLA qualifying leave for adoption or foster care will be **required to substitute all accrued vacation leave** for all or any part of any (otherwise) unpaid FMLA leave.
 - c) Employees requesting FMLA qualifying leave for the serious illness of a son or daughter will be **required to substitute all accrued medical leave** for all or part of any (otherwise) unpaid FMLA.

- d) While on FMLA qualifying leave, vacation and medical leave will not accrue. However, upon return to work, leave will accrue based upon established policy.
- e) Non-health benefits will be subject to the same continuation policies that apply to unpaid leaves of absence other than FMLA qualifying leave.

F. EMPLOYEE NOTICE AND REPORTING REQUIREMENTS

- 1. When FMLA qualifying leave is foreseeable, an employee must give Caroline University 30 days advance notice.
- 2. When such leave is not foreseeable, an employee must give notice as soon as practicable. According to the FMLA regulations, "as soon as practicable" means within one or two working days of learning of the need for leave, except in extraordinary circumstances.
- 3. If an employee fails to satisfy the 30-day notice without reasonable excuse, Caroline University may, at its discretion, postpone the leave until the notice requirement is satisfied.
- 4. The employee will be required to report every 30 days on his or her leave status and intention to return to work at Caroline University. This requirement may be satisfied by the employee's personally telephoning his or her immediate supervisor.

G. *HEALTH BENEFITS DURING LEAVE OF ABSENCE*

- 1. Caroline University will continue group health coverage for an employee on leave at the same level and under the same conditions that existed while he or she was working. The employee must contact the Business Administrator in advance or "as soon as practicable" following the start of the leave and arrange to pay the insurance premiums on a regular basis during the leave of absence.
- 2. In the event that an employee elects not to return to work upon completion of the leave of absence, Caroline University may recover from the employee the cost of any payments it made to maintain the employee's group health coverage, unless the failure to return to work was for reasons beyond the control of the employee.

H. *PROCEDURES*

- 1. A "Request for Family and Medical Leave of Absence" form must be completed by the employee as part of the notice and reporting requirements (See E). After completing the form in detail and signing it, the employee should submit it to his or her immediate supervisor for approval. It should then be forwarded to the Director of Human Resources. The form should be submitted thirty (30) days in advance of the effective date of the requested leave.

2. "Certification of Health Care Provider" completed and signed by the health care provider must be attached to the leave request form, providing the following information:
 - a) the date on which the serious health condition commenced
 - b) the probable duration of the condition
 - c) the appropriate medical facts within the knowledge of the health care provider regarding the condition
3. Additional information is required as follows:
 - a) For the employee's own medical leave, the certification must state that the employee is unable to perform one or more of the essential functions of the position.
 - b) For purposes of leave to care for a seriously ill spouse, child or parent, the certification must state an estimate of how much of the employee's time is needed to provide such care.
 - c) In the case of certification for intermittent leave or leave on a reduced work schedule for planned medical treatment, the dates on which such treatment is expected to be given and the duration of same must be stated.

I. DEFINITIONS

1. Medical leave - Accrued and unused medical leave as of the date of the commencement of FMLA qualifying leave.
2. Parent - The biological or legally adoptive parent of an employee or individual who stands or stood in loco parentis to an employee when the employee was a child. This term does not include parents "in law."
3. Serious health condition - means an illness, injury, impairment, or physical or mental condition that involves:
 - a) any period of incapacity or treatment in connection with or consequent to inpatient care (i.e., an overnight stay) in a hospital, hospice, or residential medical care facility;
 - b) any period of incapacity requiring absence from work of more than three calendar days, that also involves continuing treatment by (or under the supervision of) a health care provider; or
 - c) a "chronic serious health condition" which
 1. requires periodic visits for treatment by a health care provider, or by a nurse or physician's assistant under direct supervision of a health care provider;

2. continues over an extended period of time (including recurring episodes of a single underlying condition); and
 3. may cause episodic rather than a continuing period of incapacity (e.g., asthma, diabetes, epilepsy).
- d) Any period of incapacity because of pregnancy or prenatal care is covered as a serious health condition. This includes brief absences from work due to morning sickness, regardless of the duration of the absence and without the need to visit a health care provider.
 - e) Voluntary or cosmetic treatments (such as most treatments for orthodontia or acne) which are not medically necessary are not "serious health conditions" unless inpatient hospital care is required. Restorative dental surgery after an accident or removal of cancerous growths are serious health conditions provided all the other conditions of this regulation are met. Treatments for allergies or stress, or for substance abuse, are serious health conditions if all the conditions of the regulation are met. Routine preventive physical examinations are excluded.
4. Son or Daughter - means a biological, adopted, or foster care child, a stepchild, a legal ward, or a child of a person standing in *loco parentis* who is under 18 years of age, or who is 18 years of age or older and incapable of self-care because of a mental or physical disability.

Military Duty

Military leave will be permitted for two weeks annual active duty training. The employee will be paid the difference, if any, between his military compensation and his regular base pay. See *Leave Without Pay* for policies concerning other types of military leave.

Personal Telephone Calls

Personal telephone calls should be kept to a minimum. Business phones should not be used for personal long distance; however, when personal long distance calls are necessary, reimbursement should be made to the Business Administrator with the monthly-itemized billing statement.

Political Activity

Generally speaking, Section 501(c)(3) of the Internal Revenue Code prohibits Caroline University from participating or intervening in any political campaign on behalf of or in opposition to any candidate for public office. No funds or assets of Caroline University shall be used, directly or otherwise, for the restricted activities described in this policy. This applies to domestic and international activity.

In keeping with Caroline University's mission, the employees of Caroline University, as individuals, retain all rights and obligations of citizenship provided in the Constitution and laws of the United States of America. Each employee is encouraged to be actively involved as a citizen by supporting the party and candidate of his or her choice.

Specific guidelines and restrictions relevant to Caroline University, its officers, faculty and staff are contained in this policy statement.

1. Endorsement or support of candidates.

Caroline University will not endorse or oppose, or provide support for or against, any candidate for public office. "Public office" includes, but is not limited to, all federal, state and local elective positions, delegates to party conventions, or any office of a political party. A "candidate" is someone who is or is proposed by others to be a candidate for public office.

- A. Partisan political activity must be as private citizens, not as representatives of Caroline University. Campaigning, fund raising, solicitation of signatures, distribution of literature and other partisan political activities must be conducted on the employee's own time.
- B. No employee of Caroline University shall hold or be a candidate for public or political elective office at the federal or state levels while in the employ of the institution or take an active part in a political campaign while on duty to perform services for which compensation from the University is received.
- C. Employees must obtain prior approval of the President prior to seeking elective office in local government or before accepting any appointment in local, state or federal government.
- D. Caroline University will not make any contributions or expenditures in connection with any election to any political office, or in connection with any primary election, political convention or caucus to select candidates for political office. Under no circumstances will expenses related to partisan political activity be reimbursed to employees of Caroline University.

2. Political rallies.

Caroline University will not sponsor or support, and personnel acting on behalf of Caroline University will not participate in rallies or other forms of assembly at which candidates (or persons who may reasonably be considered to be candidates) for public office appear for the purpose of advancing their candidacies, or in which persons appear for the purpose of supporting or opposing candidate(s) for public office.

3. Political polls.

Caroline University will not sponsor, conduct or provide financial or other support for any poll that may reasonably be seen as intended to support or oppose a particular candidate. This restriction applies to any poll that asks how an individual might fare in an election.

4. Voter guides.

Caroline University will not produce, sponsor, distribute or provide financial or other support for any voter guide, regardless of content.

5. Mailing lists.

Caroline University will not permit any mailing list owned or controlled by it to be used by, or for the benefit of, any candidate for public office or any organization controlled by or supporting a candidate for public office, including any political party or political action organization.

6. Facilities, equipment and letterhead.

A. Caroline University will not make facilities or assets owned, controlled or operated by them available to candidates for public office or organizations controlled by or supporting such candidates for use in connection with their campaigns.

B. Caroline University equipment, facilities or letterhead may not be used for any partisan political activity or the public expression of personal opinions.

C. Caroline University systems, such as electronic mail and interoffice mail, may not be used for commercial or partisan political purposes or to promote political candidates.

D. Posting of signs, meeting notes, posters or petitions of a partisan political nature on Caroline University property is prohibited. These restrictions do not extend to the wearing of political buttons on one's person or the placement of bumper stickers on one's personal vehicle.

7. Media presentations.

These restrictions are not intended to preclude or restrict Caroline University, its officers, faculty and staff from speaking out on public issues of importance to its mission. These issues include, but are not limited to, abortion, sexuality, schooling, war and peace, crime, public morality, public finance, health, religious liberties, and similar issues of broad public concern and moral content.

Sales and Solicitation

Caroline University specifically prohibits the solicitation of sales information and items not expressly sponsored by the University. There shall be no solicitation or sales of non-University sponsored items on school premises. Listings of University staff, faculty or students will not routinely or normally be provided to outside organizations, agencies or individuals

Professional Development

All administrators and full-time faculty are expected to continuously develop further expertise in their major areas of responsibility. For faculty, this expertise would be studies in how to teach more effectively. An annual professional development plan is to be a part of each administrator's or full-time faculty member's annual evaluation. A budget for professional development is provided to assist administrators and full-time faculty.

Conflict Resolution

In the event that an employee feels that he/she has been mistreated, wronged or harassed knowingly or willfully by an employee or supervisor, and that reconciliation by personal confrontation has been ineffective or would be inappropriate because of the nature of the wrong, the matter should be addressed to the next higher level of supervision and/or to the President. The Biblical processes of reconciliation defined in Matthew 18:15-17 and due process defined in Deuteronomy 1:17, 19:15, and John 7:51 shall be followed as they apply. The President should be consulted when questions of a legal nature arise and is available for advice and consultation on all matters relating to employee/supervisor conflicts.

If it appears that an employee has failed to perform work as assigned or that personal conduct is not according to requirement, the supervisor shall discuss the matter with the employee. The first objective is to determine if the employee understands the rules involved or the required standards. If not, the supervisor shall explain what is required, considering any special circumstances that may have existed.

If the employee does not agree with or accept the correction of the supervisor, the matter should be jointly discussed with the next higher level of management.

If disciplinary action is deemed necessary, it may be in the form of warning, written reprimand to be placed in the employee's personnel file, making up of lost time, suspension without pay, withholding salary increases, demotion, or termination. The employee's signature on a written reprimand signifies receipt of a copy of the letter, and not necessarily the employee's agreement with the contents.

Tenure, Dismissal, and Due Process

Statement of Policies

Caroline University does not grant tenure to any employee (i.e. faculty, administrators, or staff). However, Caroline University does seek to meet the needs of faculty and provides due process and grievance procedures.

Theological Reasons for Dismissal

In matters related to significant changes in theological positions which are different from an employee's signed statement of beliefs, the employee may be required to resign his or her appointment immediately, at the end of the semester or the end of the academic year. Full-time faculty members with significant theological disagreements would normally be required to resign at the completion of the academic year. Adjunct members would normally be required to resign at the completion of their current semester assignment. Administrators would normally be required to resign at the conclusion of the academic year.

Other Reasons for Dismissal

In matters related to significant moral misconduct, a faculty member or administrator would be dismissed immediately. Such misconduct may include sexual immorality or harassment, theft or embezzlement, and submission of forged or misleading documents attesting to academic qualifications or previous professional experience or other qualifications for ministry at Caroline University.

Contracts may be terminated for the following reasons:

1. financial requirements or budget problems
2. Moral inconsistencies

3. Significant neglect of duties
4. Professional incompetence
5. Behavior, attitudes or theological positions that are not in harmony with Caroline University's written policies, standards, and ethical practices.

In the event that termination procedures for any of the above reasons (except 1. Financial requirements or budget problems), there must be due process through appropriate channels and proper warning procedures.

Statement of Due Process for Grievances, Disciplinary Actions or Dismissal

Grievances, disciplinary actions, or dismissal procedures involving faculty members or administrators shall be conducted in accordance with the faculty handbook.

Sexual Harassment Policy

It is Caroline University's policy to provide students and employees with an environment for learning and working that is free of sexual harassment whether by members of the same sex or opposite sex. College administrators and supervisors are responsible for assuring that effective measures are taken to implement this policy's procedures

It is a violation of this policy for any member of the College community to seek gain, advancement or consideration in return for sexual favors, or to make an intentionally false accusation of sexual harassment. It is a violation of this policy for any member of the College to engage in verbal or physical sexual harassment.

Any person who feels offended by the behavior of any other person in the Caroline University community is encouraged to resolve the problem informally before filing a complaint according to the enforcement procedures below.

Any person who has been accused of sexual harassment pursuant to the terms of this policy, who retaliates against his or her accuser in any manner, shall be charged with violating this policy. Any member of this College community who is found in violation of this policy will be subject to appropriate sanctions, which may include discharge, expulsion or probation.

Definitions

"Work," for the purposes of this policy, means employment-related activities carried out by College employees and College-sponsored activities carried out by volunteers.

“Member of the College community,” means student or employee, or an alumnus or volunteer involved in any College-sponsored activity.

“Sexual harassment” is defined as unwelcomed and unsolicited conduct of a sexual nature, physical or verbal, by a member of the College community of the opposite sex or same sex.

Procedure

1. Any member of the College community who believes that he or she has experienced sexual harassment as defined in this policy should immediately notify his or her immediate supervisor, dean or department head, the Dean of Students or the director of human resources.
2. Complaints of sexual harassment must be filed with the Dean of Students or the director of human resources within 180 days from the date the alleged harassment occurred. The complainant shall explain, in writing, the nature of the harassment and indicate what remedy he or she seeks.
3. The dean/director shall forward a copy of the complaint and a copy of this policy to the accused member of the College community and the appropriate supervisor/administrator advising them that an investigation of charges will be conducted.
4. If the supervisor/administrator is involved in the charge, the Dean of Students/director of human resources should choose another appropriate supervisor/administrator.
5. The supervisor/administrator, working with the dean/director, shall promptly and confidentially investigate the complaint. In determining whether the alleged conduct constitutes sexual harassment, the supervisor/administrator will look at the record as a whole and at the totality of the circumstances, such as the nature of the sexual conduct, the context in which the conduct occurred and the history of the relationship between the parties.
6. During the investigation, the individual accused of sexual harassment must be given an opportunity to respond, either orally or in writing, to the complaint.
7. After the investigation of the complaint, the supervisor/administrator may propose mediation in order to secure a written agreement that satisfies all parties to the complaint. (See Mediation Agreement in Appendix B.) A resolution by agreement of the parties may include the imposition of a sanction upon the accused individual, which the accused individual agrees to accept as a sanction.
8. If such an agreement is reached, a copy of the agreement shall be provided to each of the parties involved and the Dean of Students or director of human resources.
9. If, within 30 days of the supervisor/administrator’s receipt of a complaint, the complaint is not resolved, the Dean of Students or director of human resources shall notify the parties, in writing, that the matter cannot be resolved and shall advise the complainant of his or her right to proceed with the charge.

10. If the complainant desires to proceed with the charge, the record of the complaint shall be provided to a committee appointed by the academic dean in consultation with the director of human resources. The committee will be composed of two deans and three representatives from the College community of faculty, staff or students, depending on the individuals involved.
11. The committee shall hear testimony and evidence from both parties and shall make a finding regarding the truthfulness of the charge(s).
 - a. If the charge is proven true, the committee shall make a recommendation regarding sanctions, if appropriate. The imposition of sanctions shall occur in accordance with applicable College disciplinary and sanction procedures. The sanctions that may be imposed by the committee shall include, but not be limited to: censure/reprimand, demotion, suspension without pay or recommendation for termination.
 - b. If the charge is proven false, all references to the charge shall be expunged from the accused's records.
 - c. If the charge is found to be false and malicious, the matter should be referred to the academic dean for further action.
12. The final decision rests with the president acting on behalf of Board of Directors.

Faculty Policies

Faculty Recruitment

Upon the approval of a new faculty position, or in the event of a vacancy on the faculty, the academic dean—or other College official who has direct administrative responsibility for that position (or in the case of administrative officers who hold faculty rank, the president)—recruits candidates to fill the new position or vacancy. Advertisements in the appropriate media may be used.

Upon receipt of an inquiry concerning employment for a position currently available, the academic dean affords all apparently qualified prospective faculty members an opportunity to submit a written resume, references and a completed Faculty Application Form.

After the academic dean reviews the application materials, he or she determines if an on-campus interview is appropriate. As part of the interview process, prospective faculty members will make a scholarly presentation. This process gives selected faculty, students, and administrators the opportunity to evaluate the candidate's teaching and presentation skills.

The academic dean, a representative member of the faculty, and the president interview all candidates for employment. The academic dean sends a copy of the Faculty Application Form to each interviewer before the scheduled interview.

After the interviews, the academic dean obtains a report from each interviewer and assimilates relevant information for submission to the president.

Upon the academic dean's recommendation, the president determines whether to recommend appointment to the Board of Directors in accordance with the College bylaws and the policies of The Board of Directors.

Appointment and Promotion in Rank

Academic ranks for teaching faculty are: professor, associate professor, assistant professor, and instructor. Equivalent academic ranks for library professional staff are: librarian, associate librarian, assistant librarian, and affiliate librarian.

The academic dean has sole authority to make initial recommendations concerning initial appointment in academic rank. Ordinarily, the academic dean initiates considerations for promotion. However, the eligible faculty member may initiate such consideration.

Initial appointment or promotion in rank is based on the following criteria: professional experience; teaching and advising; scholarship; and College, community, ministry and professional service. Once an appointment has been made, the academic dean gives the faculty member a contract and a copy of this Faculty and Academic Policy Handbook.

Teaching Faculty

Following are the basic criteria for the various ranks. Implicit to each of the basic criteria should be evidence of an integration of Civic principles in personal behavior and professional scholarship.

Professor

Professional Experience: Faculty members should have a minimum of six years of full-time teaching experience at the college level or an equivalent outstanding professional record. They should demonstrate a significant degree of leadership qualities (professional maturity) by being role models to students, staff and other faculty and actively participating in professional and ministerial organizations in an effort to keep abreast of current practices and to influence the way individuals in the organization think (i.e., presenting at meetings, holding office).

Teaching and Mentoring: Faculty should demonstrate a significant degree of excellence in teaching effectiveness and advising. Evidence of excellence may include: consistently receiving high overall ratings by their students and by peer review; updating their course syllabi as changes in their discipline and/or increased understanding of a global perspective warrant; updating their teaching skills (i.e., keeping abreast of current best teaching practices in their disciplines); developing supplementary material for class; developing curricula; stimulating students toward scholarly activities through academic advising; and demonstrating an exemplary Civic witness while teaching and advising.

Scholarship and/or Creative Works: Faculty members should have an earned doctorate degree or its academic equivalent or evidence of outstanding contributions in their discipline. They should demonstrate significant productive scholarly pursuits or creative activity that reflects the College's mission or goals. Evidence of productivity may include but is not limited to: receiving awards of excellence for teaching or community service; submitting original contributions in professional journals; contributing research that is presented in professional conferences or seminars; authoring or coauthoring published books; and submitting other forms of research and scholarly or creative activity for professional presentation or distribution.

College Administration, Community, Ministry, and Professional Service: Faculty members should make significant contributions to the College by: serving actively and effectively on school and College committees; seeking opportunities to represent the College in community service based on their expertise; and assuming leadership roles in professional and/or vocational organizations.

Associate Professor

Professional Experience: Faculty members should have a minimum of three years of full-time teaching experience at the college level or an equivalent outstanding professional record. They should demonstrate leadership qualities by being role models to students, staff and other faculty and by participating in professional and ministerial organizations (i.e., attending meetings in an effort to keep abreast of current practices in their disciplines).

Teaching and Mentoring: Faculty members should demonstrate excellence in teaching effectiveness and advising. Evidence of this may include: consistently receiving moderate to high overall ratings by their students and by peer review; updating their course syllabi as changes in their discipline and/or increased understanding of a global perspective warrant; updating their teaching skills (i.e., keeping abreast of current best teaching practices in their disciplines); developing supplementary material for class; developing curricula; stimulating students toward scholarly activities through academic advising; and demonstrating an exemplary Civic knowledge and practice while teaching and advising.

Research, Scholarship and/or Creative Works: Faculty members should have an earned doctorate or its academic equivalent or evidence of outstanding contributions in their discipline. They should demonstrate productive scholarly pursuits or creative activity that reflects the College's mission or goals. Evidence of productivity may include but are not limited to: receiving awards of excellence for teaching or community service; submitting original contributions in professional journals; contributing research that is presented in professional conferences or seminars; authoring or coauthoring published books; and submitting other forms of research and scholarly or creative activity for professional presentation or distribution.

College Administration and Community and Professional Service: Faculty should make contributions to the College by: serving actively and effectively on school and College committees; seeking opportunities to represent the College in community service based on their expertise; and assuming leadership roles in professional and/or vocational organizations.

Assistant Professor

Professional Experience: Faculty members should have potential success as a teacher. They should demonstrate growing leadership qualities by being role models to students and staff and by belonging to professional and ministerial organizations in an effort to keep abreast of current practices in their disciplines.

Teaching and Mentoring: Faculty members should demonstrate growing excellence in teaching effectiveness. Evidence of this may include: consistently receiving at least moderate overall ratings by their students and by peer reviews; updating their course syllabi as changes in their discipline and/or increased understanding of a global perspective warrant; updating their teaching skills (i.e., keeping abreast of current best teaching practices in their disciplines); developing supplementary materials for class; developing curricula; and stimulating students toward scholarly activities through academic advising.

Research, Scholarship and/or Creative Works: Faculty members should be pursuing an earned master's degree or its academic equivalent or evidence of outstanding contributions in their discipline. A terminal degree, especially a doctorate, is preferred. They should demonstrate potential for productive scholarly pursuits or creative activity that reflects the College's mission or goals. Evidence of productivity may include but are not limited to: consideration for awards of excellence for teaching or community service; submitting original contributions in professional journals; contributing research that is presented in professional conferences or seminars; authoring or coauthoring published books; and submitting other forms of research and scholarly or creative activity for professional presentation or distribution.

College Administration and Community and Professional Service: Faculty members should begin to contribute to the College by: serving actively and effectively on school and College committees; seeking opportunities to represent the College in community service based on their expertise; and assuming leadership roles in professional and/or vocational organizations.

Instructor

Professional Experience: Faculty members should demonstrate potential for professional success.

Teaching and Mentoring: Faculty members should demonstrate a significant aptitude for teaching.

Research, Scholarship and/or Creative Works: Faculty members should have an earned master's degree and promise of scholarship in their discipline.

College Administration and Community and Professional Service: Faculty members should contribute to the College by: serving actively and effectively on school and College committees; seeking opportunities to represent the College in community service based on their expertise; and assuming leadership roles in professional organizations.

Library Faculty

Following are the basic criteria for the various ranks. Implicit to each of the basic criteria should be evidence of an integration of Civic principles in personal behavior and professional scholarship.

Librarian

Professional Experience: Library professionals should have a minimum of six years of full-time library experience at the College or senior college level or an equivalent outstanding professional record. They should demonstrate a significant degree of leadership qualities by being role models to students and staff and by actively participating in professional and/or vocational organizations in an effort to keep abreast of current practices and to influence the way individuals in the organization think (i.e., presenting at meetings, holding office, etc.).

Professional Librarianship: Library professionals should demonstrate a significant degree of excellence in the performance of their duties. Evidence of this excellence will be consistently high overall ratings on an evaluation instrument determined by the academic dean.

Research, Scholarship and/or Creative Works: Library professionals should have an earned doctoral degree or a master's degree in library science (MLS) and a second master's degree in an approved subject field, or the MLS and evidence of library contributions of unusual merit. They should demonstrate significant productivity in scholarly or creative activity, evidence of which may include: receiving awards for excellence in library sciences; submitting original contributions in professional journals; contributing research that is presented in professional conferences or seminars; authoring or coauthoring published books; and submitting other forms of research and scholarly or creative activity for professional presentation or distribution.

College Administration and Community and Professional Service: Library professionals should significantly contribute to the College by: serving actively and effectively on library and College committees; seeking opportunities to represent the College in community service based on their expertise; and assuming leadership roles in professional and/or vocational organizations.

Associate Librarian

Professional Experience: Library professionals should have a minimum of three years of full-time library experience at the College or seminary level or its equivalent. They should demonstrate maturity by being role models to students and staff and by participating in professional and/or vocational organizations in an effort to keep abreast of current practices in their discipline.

Professional Librarianship: Library professionals should demonstrate excellence in the performance of their duties. Evidence of this will be consistently moderate to high overall ratings on an evaluation instrument determined by the academic dean.

Research, Scholarship and/or Creative Works: Library professionals should have an earned master's degree in library science (MLS). They should demonstrate productivity in scholarly or creative activity, evidence of which may include: consideration for awards in library sciences; submitting original contributions in professional journals; contributing research that is presented in professional conferences or seminars; authoring or coauthoring published books; and submitting other forms of research and scholarly or creative activity for professional presentation or distribution.

College Administration and Community and Professional Service: Library professionals should contribute to the College by: serving actively and effectively on library and College committees; seeking opportunities to represent the College in community service based on their expertise; and assuming leadership roles in professional and/or vocational organizations.

Assistant Librarian

Professional Experience: Library professionals should have two years of successful library experience at the College-level or its equivalent. Experience in a College or senior college is a plus. They should demonstrate growing maturity in their profession by being role models to students and staff and by belonging to professional organizations in an effort to keep abreast of current practices in their discipline.

Professional Librarianship: Library professionals should demonstrate growing excellence in the performance of their duties. Evidence of this will be consistently moderate ratings on an evaluation instrument determined by the academic dean.

Research, Scholarship and/or Creative Works: Library professionals should have an earned master's degree in library science (MLS). They should demonstrate growing productivity in scholarly or creative activity, evidence of which may include: submitting original contributions in professional journals; contributing research that is presented in professional conferences or seminars; authoring or coauthoring published books; and submitting other forms of research and scholarly or creative activity for professional presentation or distribution.

College Administration and Community and Professional Service: Library professionals should increasingly contribute to the College by: serving actively and effectively on library and College committees; seeking opportunities to represent the College in community service based on their expertise; and assuming leadership roles in professional organizations.

Affiliate Librarian

Professional Experience: Library professionals should demonstrate potential for professional success.

Professional Librarianship: Library professionals should demonstrate increasing skill in assuming librarian responsibilities.

Scholarship and/or Creative Works: Library professionals should have an earned master's degree in library science (MLS) and promise of scholarship in their discipline.

College Administration and Community and Professional Service: Library professionals should increasingly contribute to the College by: serving actively and effectively on library and College committees; seeking opportunities to represent the College in community service based on their expertise; and assuming leadership roles in professional and/or vocational organizations.

Promotion

The administration, in approving this statement of promotion policy, does so in good wisdom with the intent to comply fully with it. It must, however, reserve the right to deviate from these terms if conditions beyond its control—such as abrupt declines in enrollment, drastic loss of income or conditions that result in drastic curtailment or abandonment of programs or activities—make it necessary to do so.

The purpose of promotion is to recognize excellence in teaching and associated academic pursuits with the best interests of the College in mind. The decision to promote a faculty member is based on the merit of the individual faculty member and the long-term needs and mission of the College. Promotion shall be selectively considered for professors who are superior teachers and are considered by the College to be instructional leaders and excellent scholars, also for others who are nationally distinguished and considered excellent teachers. Those professors who have valuable skills and talents essential to the College, but who would not meet the criteria of being nationally distinguished or excellent teachers, may be still considered for multiyear regular contracts but not necessarily promotion.

Promotion Review Timetable and Process

In the case of an ordinary promotion review, the general timetable is as follows:

1. By the beginning of the Semester preceding the academic year in which the faculty member is to be reviewed for promotion, the academic dean will give the faculty member guidelines for compiling his or her section of the dossier and a complete timetable for the review process.
2. By November 1, the promotion candidate submits his or her dossier to the academic dean.
3. The regular faculty of the school shall select a promotion review committee. The committee:
 - a. Examines the candidate's dossier.
 - b. Meets to discuss the candidate's qualifications and contribution in relation to the mission of the school.
 - c. Determines whether the candidate demonstrates the level of distinction and potential expected by the College.
 - d. May solicit additional evaluations from individuals outside the College who are acknowledged authorities in the field relevant to the candidate's academic specialty.
 - e. By December 15, makes a recommendation to the academic dean on whether or not to award promotion. The recommendation contains the substance of their discussions and the reasons for the recommendation.

4. By February 1, the academic dean makes a recommendation to the president regarding the award of promotion, including a summary report of his or her deliberations and the reasons for the recommendation, as well as the recommendation of the Promotion Review Committee.
5. By February 15, the president reviews the recommendations of the academic dean and the Promotion Review Committee and makes a recommendation to the president regarding the award of promotion.
6. By March 1, the president notifies the candidate of his or her recommendation. If the recommendation is positive, it is forwarded to the Board of Directors. If the recommendation is negative, the reasons must be stated in a written letter to the candidate. The candidate may request a meeting with the president to review the decision to deny promotion.
7. Generally by May 30th, Board of Directors makes a decision on the matter at their spring meeting. Their decision is final.

The candidate may withdraw his or her promotion application at any stage of the process.

Outline for Faculty Promotion Dossier

When applying for promotion, complete your dossier using the outline below. This outline is based on the Performance Planning, Review and Development policy, which explains the three areas of: Teaching and Mentoring, Professional Librarianship; Scholarship and/or Creative Works; and College Administration and Community, and Professional Services. Supplementary material may be included as it relates to meeting College/school-specific criteria.

1. Introduction
 - a. Current vita.
 - b. Copy of College criteria for promotion.
 - c. Copy of College/school-specific criteria for promotion.
 - d. Promotion Committee's recommendation.
 - e. Academic dean's recommendation.
2. Teaching and Mentoring, Professional Librarianship
 - a. Teaching materials.
 - b. Classroom visits from evaluators.
 - c. Student evaluations of instruction and advising
 - d. Summary of performance - courses taught, programs or courses developed, student advising, academic dean's evaluation, peer reviews, summary of course evaluations for previous two years, summary of subsequent course modifications.
 - e. Description of innovative practices or procedures related to area of responsibility.

- f. Significant evidence that courses are presented from responsible, academic perspectives.
- g. Summary of ongoing professional development activities, which have led to direct improvement of scholarship and teaching and other evidence of professional development.

For Librarians

- a. Collection development and management.
- b. Teaching.
- c. Information services.

3. Scholarship and/or Creative Works

- a. Research and publication in the individual's discipline.
- b. Professional participation and performance in the individual's discipline.
- c. Education attainment and continuous study in the individual's field.
- d. Grant to support research, preferably as project director or principal investigator.
- e. Peer recognition exemplified by awards or other honors.

4. College Administration and Community, and Professional Service

- a. College administration.
- b. Community service.
- d. Professional service.
- e. Consulting activities.
- f. Commendations by colleagues and other appropriate individuals.

5. Conclusion

- a. A 1,000-word statement describing your philosophy and practice in establishing a unity of wisdom and learning.
- b. Summary of Civic activities, which includes such things as frequency of group attendance, participation in staff activities, tutoring, volunteerism, and other involvement in areas demonstrating moral and societal vitality.
- c. A description of activities or events demonstrating a significant degree of leadership including moral leadership and activities where there was substantive initiative shown.

Contract

All appointments of full-time faculty are on an annual contract, renewable at the discretion of the College. The new contract supersedes the previous contract. In some cases, appointments for a period of less than one academic year may be made as in the case of initial appointments at midyear or emergency one-Semester appointments. In accordance with the College bylaws, faculty members with three or more years at Caroline may, at the College's discretion, be allowed to continue to serve without contract.

Dismissal and Termination

Any faculty member is subject to immediate suspension by the Executive Committee of the College and then eventual dismissal and termination of the College's contract obligation upon a finding of breach of the contract in accordance with due process under the Contract Termination policy.

Breach of contract means violation of professional ethics, insubordination, failure to perform reasonable assigned duties, immoral behavior contrary to biblical standards, incompetence, failure to perform at a level commensurate with the rank held as specified in the College standards or action inimical to the best interests of the College as determined by the College's governing board.

Administrative Faculty

Faculty members with administrative responsibilities are classified as faculty. Deans and executive administrators who hold faculty rank are classified as administrative faculty. In addition to their faculty status, administrative faculty shall be offered three-year contracts renewable annually. Salary and benefits packages are considered annually.

Upon initial appointment, administrative faculty who do not already hold academic rank at Caroline University may be awarded rank upon recommendation of the academic dean and approval of the president.

Administrative faculty must be considered for promotion under the same procedures as those governing promotion generally. In the evaluation process, it is appropriate that the president—if the academic dean is the candidate—take into consideration the fact that administrative faculty cannot have performed the quantity of teaching and service that would be expected of a full-time member of the teaching faculty of the school. On the other hand, it should be expected that administrative faculty would hold credentials such that if they were being appointed initially to an administrative post, the president would be willing to grant the rank to which promotion is proposed.

Termination

Administrative faculty may be terminated at any time during their contract period provided the conditions of the contract are met. Dismissal from the College can only occur under the policies and procedures for dismissal of faculty members.

Administrative faculty returning to a teaching position will receive their faculty salary plus the administrative stipend they had been receiving until the end of their administrative contract period after which time they will receive their faculty salary, without the administrative stipend. No administrator has the right of continuance in any specific administrative assignment and any persons

holding an administrative assignment may be reassigned to different responsibilities at any time provided the conditions of the contract are met.

Development Leave

The need to retool and catch up with one's discipline is recognized by providing leave to the administrative faculty member who is returning to a teaching position. The leave is fully paid and may be for a period of one Semester and not for more than one year. The president will determine the need for such leave and the duration.

Part-time and Adjunct Faculty

Part-time faculty members are those employed to function as faculty members for a percentage of a permanent full-time faculty member load (usually not to exceed 75%).

Adjunct faculty members are employed to teach one or more specific courses. They should be available a minimum of one hour per course per week outside of class time for course-related advising. Adjuncts should receive compensation for each course contingent upon achieving the target enrollment for that course. If fewer than the targeted number of students is enrolled, compensation may be prorated on the basis of a specific amount per student credit hour or the adjunct faculty member may choose to be relieved of his or her obligation to teach the course.

Both part-time faculty and adjunct faculty may be asked to teach courses, advise students, plan curriculum or perform other faculty-type responsibilities

Procedure for Employment

The academic dean makes a recommendation to the president regarding the appointment and salary of the individual. The appointment category should depend heavily upon the number of graduate credit hours the individual has taken in the given field to be taught.

The president approves the appointment and authorizes the academic dean to prepare the contract and provide the faculty member with a copy of the most recent Faculty and Academic Policy Handbook. Contracts should be issued at the beginning of the contracted period and include the terms and conditions of the appointment. Any special understandings or conditions incumbent on either party should be explicitly stated. The president, academic dean and faculty member sign contracts for full-time, part-time and adjunct faculty members.

Part-time or adjunct faculty members are not eligible for promotion. However, they may be eligible for fringe benefits depending on the conditions of the contract.

Faculty Performance Review

Each program must establish standard criteria for faculty performance for each rank. These criteria should be explicit, permitting fair and consistent evaluation and must be approved by the academic dean. Self-evaluation should be included among the evaluation components.

The criteria should cover three basic areas: 1) teaching and mentoring; 2) scholarship and/or creative works; and 3) College administration and community, ministry and professional service. It is expected

that each performance review will include a general review of all areas as well as an in-depth evaluation of at least one of the three basic areas.

In addition—because of the unique mission of Caroline University—it is expected that faculty members will exhibit intellectual vitality through their Civic knowledge, both personally and professionally.

Teaching and Mentoring

The teaching process is at the heart of the College's mission. We expect all our professors to be excellent teachers. Since teaching and advising are multifaceted activities, both quality and quantity should be evaluated.

1. Teaching Materials. While the specifics may vary from discipline to discipline, all reviews must include: course content; course objectives; grading policies; course examinations; course organization; quality of student achievement; and innovative teaching methods or materials.
2. Classroom Visits from Evaluators. Before visiting a class, the evaluator(s) should gather the following information from the faculty member: course objectives and objectives for the day of the visit.

During the visit to a class, the evaluator(s) should assess:

- a. Structure and goals for the course: mode of presentation (e.g., lecture, discussion), visual aids, instructional technology, and utilization of class time.
- b. Presentation skills: e.g., eye contact, speaking rate and intensity, use of language, and distracting mannerisms.
- c. Rapport with students: equitability, student receptiveness, respect from students.
- d. Mastery of content: e.g., adequate, current, content sequencing.
- e. Strengths and weaknesses in teaching performance.
- f. Proficiency in integrating wisdom and practice.
- g. Achievement of day's objectives.

After visiting a class, the evaluator(s) must:

- a. Meet with the faculty member to report on his or her observations.
- b. Give the faculty member an opportunity to comment on the observations and other aspects of the visit that might reasonably have impacted the instruction that day.
- c. Prepare a written report summarizing the observation in the context of the instructor's objectives, comments made at the meeting following the observation and any other relevant material.

- d. Distribute copies of his or her report to the others participating in the peer review after they have conducted their classroom visit.

Note that “visits” may be made to online courses (subject to BPPE approval) by reviewing the course content, to include threaded discussions. While certain adaptations must be made, the guidelines given for classroom visits should be used to the extent practicable. In online courses, the evaluator should look for evidence that the instructor is stimulating discussion and, therefore, constructivist learning. For example, the instructor should be visibly present in the online classroom at least every other working day. Daily online presence is preferred.

3. Student Evaluations of Instruction and Advising: Student comments are to be included as part of the student evaluation submitted. At least 75% of the students in each class must complete the form in order for it to be used. Student ratings over several Semesters/years are used from a range of courses. Performance in the area of advising is to be evaluated with respect to responsibilities such as demonstration of an exemplary Civic knowledge and practice, timeliness, accuracy, availability, monitoring advisee’s progress, reviewing academic interests with advisee, and examining career interests with the advisee.

Faculty Development Plan

After the performance review, the academic dean and faculty member write a Faculty Development Plan for the next academic year, taking into account the past year’s performance. The Development Plan is based on the Performance Review and is written by the academic dean and faculty member. It should list specific things the faculty member should do to improve and develop performance (i.e., attend workshops or other faculty development opportunities, be mentored by a qualified/approved faculty member)—anything that will promote and enhance the faculty members’ skills and talents.

Faculty members should have proficiency in the areas noted in Appendix G (Professional Development Opportunities for Faculty). This proficiency should be considered when writing the Development Plan.

The plan should identify areas for improvement and development and should include, but not be limited to, the following:

1. Specific actions and timelines to enhance and develop the faculty member’s competence and remedy any areas of weakness. (Attend professional meetings; attend instructional seminars and workshops, both on and off campus; develop self-study programs approved by the academic dean; and/or participate in any activities that will enhance his or her professional expertise and bring the faculty member to the highest level of distinction possible.)
2. Specific actions and timelines to advance the school toward the achievement of its mission.

Librarian Performance Review

Caroline University library faculty members who hold rank as assistant librarian, or associate librarian will be considered for promotion consistent with the promotion policy. This policy provides for faculty to be judged on the basis of 1) professional librarianship; 2) scholarship and/or creative works; and 3) College administration and community, ministry, and professional service. Librarianship replaces the

teaching and advising criterion in the evaluation of library faculty as a more inclusive term of the unique responsibilities professional librarians have in the academic endeavor.

The performance review criteria for librarians are a modification of the criteria for faculty and it reflects the Model Statement of Criteria and Procedures for Faculty Status adopted by the Association of College and Research Libraries of the American Library Association. In accordance with these national standards, Caroline recognizes the master's degree in library science from a program accredited by the American Library Association as the terminal degree.

Caroline University Library evaluates its faculty by the following criteria. In addition, because of the unique mission of the College and library, it is expected that librarians will exhibit intellectual vitality through their Civic knowledge and practice, both personally and professionally.

Professional Librarianship

Librarianship is concerned with facilitating access to information to further College programs of instruction, research and service. Librarians are responsible for planning, implementing and evaluating programs for the acquisition, organization and retrieval of recorded information. In order to carry out these responsibilities, librarians must have knowledge of the structure and nature of scholarly information, of the means by which information is stored and retrieved and of the programs and priorities of Caroline University.

Excellence in librarianship is expected of each library faculty member; it is the primary criterion. Excellence in research or service alone is not an acceptable substitute for excellence in librarianship as a performance requirement. Within the assigned areas of responsibility, the librarian develops his or her unique contribution to the library and the campus. Most responsibilities fall within the categories of collection development, management, teaching, information services, bibliographic organization and control and automated systems activities. Librarians who serve in an administrative role will be evaluated on their administrative effectiveness as part of the consideration for the granting of promotion.

1. Collection Development and Management

Librarians who develop the collections decide which books, journals and other materials should be made part of the library's collections, which should not, and which should be weeded. They design effective programs of acquisitions, and they carefully plan and monitor expenditure of the acquisition budget. They demonstrate competence in establishing and maintaining organization and control of library resources. They regularly evaluate the collections to ensure that the library has materials that support and further campus programs.

2. Teaching

Teaching information literacy has become a critical part of librarianship. Both the quality and quantity of the teaching process are evaluated. All reviews include course content and objectives, course organization and materials, teaching methods, classroom visits and student evaluations.

3. Information Services

Librarians providing information services mediate between individuals with information needs and the sources, which can satisfy those needs. To do so they must understand the process of information seeking and user needs, interpret information requests, formulate appropriate search strategies and locate and evaluate information sources. They must determine when they should teach users strategies for independent information seeking or when they should directly provide information. They remain current in their knowledge of automated systems and resources and their use in supporting the principal activities and services of libraries.

Faculty Contract Termination

Definition of Dismissal

Dismissal, as used in this policy, means the termination of a regular faculty member or the termination of a non-regular faculty member prior to the end of a term appointment to which that faculty member would otherwise be entitled, based on the policies of the College, but does not include the termination of faculty member due to College-wide financial exigency or extensive curtailment in or discontinuance of a program of study or department of instruction. Only the president, operating under the authority of Board of Directors, has the authority to dismiss a faculty member.

Predismissal

Normally, dismissal should only be instigated as a last resort—after all appropriate measures for reconciliation and/or correction have been attempted. When a reason arises to consider dismissal of a faculty member, the academic dean shall arrange a personal conference or conferences. The academic dean will invite the faculty member and any other appropriate individuals to discuss the reason(s) for considering the dismissal of the faculty member. At this point, the matter may be resolved by mutual consent. The College may propose the use of mediation as one means of achieving reconciliation if both parties are agreeable. Mediation will be conducted in accordance with the College's Mediation Agreement (see Appendix B.).

Reasons for Dismissal

The dismissal of a faculty member shall only be for just cause. Such cause must be related to the faculty member's performance of professional duties or responsibilities. Just cause means gross misconduct such as: violation of professional ethics, insubordination, refusal to perform reasonable assigned duties, immoral behavior contrary to biblical standards, incompetence, failure to perform at a level commensurate with the rank held as specified in the College standards or actions inimical to the best interests of the College as determined by the College governing Owner. Dismissal shall not be used to restrain faculty members in the exercise of academic freedom.

Procedure

1. The academic dean will determine those cases in which proceedings to dismiss a faculty member might be appropriate.
2. The faculty member may be immediately relieved from any and all academic duties at the discretion of the academic dean when reason arises to consider dismissal of the faculty member. Such suspension of duties shall be without loss of compensation.

3. If the matter has not been resolved after the pre-dismissal conference(s) with the faculty member, the academic dean may initiate formal proceedings to dismiss the faculty member by writing up a statement to that effect. This statement shall contain:
 - a. The reason for dismissal.
 - b. The names of witnesses—if known—who will testify in support of the specific reasons stated.
 - c. The nature of the testimony likely to be presented by each of the witnesses.
4. A copy of this statement shall be given to the faculty member in person or sent by certified mail to the faculty member's address of record.
5. The faculty member may submit to the academic dean an answer to the statement within 15 calendar days. If the faculty member fails to answer within 15 calendar days of receipt of the statement, the academic dean may recommend to the president that the faculty member be dismissed. Any such dismissal by the president shall be final.
6. If the faculty member answers the academic dean in 15 calendar days disagreeing with the statement, and the academic dean decides to proceed with dismissal, the academic dean or the academic dean's designee shall so notify the faculty member in writing within 15 calendar days and shall have such notice given to the faculty member in person or sent by certified mail. Such notice shall inform the faculty member of the reasons for dismissal and afford him or her opportunity to be heard by the Hearing Committee.
7. Within 15 calendar days of receipt of notification from the academic dean, the faculty member shall notify the academic dean of his or her decision to have a hearing. If the faculty member fails to respond within 15 calendar days of receipt of notification, the academic dean may recommend to the president that the faculty member be dismissed. Any such dismissal by the president shall be final.
8. Within 30 days, if the faculty member has, in a timely manner, requested a hearing, the standing Hearing Committee shall proceed as follows:
 - a. The Hearing Committee shall consist of five (5) members. Four (4) members shall be selected from regular faculty members by the academic dean in consultation with the president at the beginning of each academic year. One member shall be selected from the President's Administrative Council who holds faculty rank. The Hearing Committee shall elect the chairperson from its membership by majority vote.
 - b. The academic dean or his or her designee shall inquire of each of the selected Hearing Committee members whether there is any reason he or she would be unable to hear the case fairly and impartially and render a fair and impartial decision.
9. From this point, the Hearing Committee shall be in charge of all subsequent stages in the hearing process until the Hearing Committee has forwarded its report and recommendations to the president.

10. The Hearing Committee chairperson shall set a time and place for the hearing and shall notify the other committee members and the faculty member. The chairperson shall be in full charge of the hearing, which shall be conducted according to established procedures and include representation, examination and cross-examination of witnesses and timeliness of process. The hearing shall be closed. At the request of the faculty member, a stenographic record of the proceedings will be made at the expense of the College.
11. The Hearing Committee chairperson shall submit a final report that shall contain findings of fact and recommendations to the president. The final report shall be submitted to the president within 15 calendar days of the conclusion of the hearing and a copy delivered to the faculty member. Additionally, members of the committee may submit individual reports to the president and send a copy to the faculty member.
12. Upon consideration of the committee's report(s), the decision concerning dismissal shall be at the sole discretion of the institution as represented by the directors acting through the president, which decision shall be final.

Grievance Policies

Grievance

This policy supplements the administrative and academic procedures of Caroline University and provides a grievance procedure that ensures a just and reasonable process and fair treatment for faculty members. It is expected that the grievance procedure will only be initiated if a dispute cannot be resolved through the normal process of reasoned discussion consistent with the principles of Scripture.

We are guided by the civic principle that reconciliation be sought at the lowest possible level of conflict, involving the fewest number of people.

As used in this policy, a grievance is any material dispute between a faculty member and an administrator that cannot be resolved by the parties. This policy may not be used to grieve any action—such as termination, sexual harassment or other action—covered by another policy containing a due process procedure.

Mediation

The opportunity for mediation shall be available at any stage of this process in lieu of any further proceedings herein. There shall be two mediators, both experienced and competent in mediation, selected from persons employed by Caroline University.

The mediators shall not charge for their services. The mediation procedure shall be governed by the code of ethics and standard of practice of the Society for Professionals in Dispute Resolution (SPIDR). Legal counsel shall not be admitted to any of the mediation meetings that occur as part of this process of grievance resolution.

If both parties elect mediation, then mediation will proceed for up to a period of 30 days. If agreement is reached within that time, then the hearing process is stayed. If agreement is not reached then the hearing process is resumed.

Procedure

When a faculty member has a grievance that is not covered in another policy regarding a decision that he or she believes adversely affects his or her academic career at Caroline University, the faculty member should arrange a meeting with the individual(s) responsible for the decision. At that meeting, the faculty member should bring a written Statement of Grievance, which includes:

1. A description of events leading to the action, which the faculty member is grieving.
2. A description of the grievance.
3. The grounds upon which the faculty member is grieving the action and any applicable policies or procedures, if any.
4. A statement of the remedy sought by the faculty member.
5. Other supporting documents.

The administrator must respond in writing to the faculty member within 21 calendar days. If the matter is not satisfied, then the faculty member may appeal to the academic dean, submitting the original Statement of Grievance, supporting documents, if any, and the administrator's written response. The academic dean shall review the appeal within 15 calendar days. If the academic dean determines that the appeal warrants review, it will be referred to the standing Hearing Committee. If the administrator named in the grievance is the academic dean, the faculty member may appeal to the President, who will follow this same procedure.

Review by Standing Hearing Committee

The academic dean shall arrange for the standing Hearing Committee to hold a hearing on the faculty member's grievance within 30 days of its receipt by the academic dean. The Hearing Committee shall proceed as follows:

1. The Hearing Committee shall consist of five members and two alternates. At the beginning of each academic year, the academic dean shall select, in consultation with the president, four members from the regular faculty and one member from the President's administrative council who holds faculty rank. The Hearing Committee shall elect the chairperson from its membership by majority vote.
2. The academic dean or his or her designee shall inquire of each of the selected Hearing Committee members whether there is any reason he or she would be unable to hear the case fairly and impartially and render a fair and impartial decision. If any member of the committee cannot serve, then an alternate shall be appointed to serve.
3. If the chairperson cannot impartially serve on a particular hearing, then an alternate should be appointed and the group shall elect a chairperson for the particular hearing.

From this point, the Hearing Committee shall be in charge of all subsequent stages in the hearing process until the Hearing Committee has forwarded its report and recommendations to the president.

The Hearing Committee chairperson shall set a time and place for the hearing and shall notify the other committee members and the faculty member. The chairperson shall be in full charge of the hearing, which

shall be conducted according to procedures as established and may include representation. The hearing shall be closed to all except the persons who have the advance approval of the academic dean.

The Hearing Committee chairperson shall conduct the hearing and prepare a final report that shall contain findings of fact and recommendations to the president of the College. The final report shall be submitted to the president within 21 calendar days of the conclusion of the hearing and a copy delivered to the faculty member. Additionally, members of the committee may submit individual reports to the president and send a copy to the faculty member. Upon consideration of the committee's report(s), the decision concerning the grievance shall be at the sole discretion of the institution as represented by the directors acting through the president, whose decision shall be final.

Syllabi

There shall be on file in the office of the academic dean, a syllabus of each course taught for each time the course is taught. The syllabi shall follow the format established by the College and shall reflect the format guidelines which may from time to time be issued by the faculty curriculum committee.

The syllabi shall include but not be limited to:

Brief course description.

Course purposes and competencies.

Course procedures (a summary statement of the means of accomplishing course objectives).

Method of evaluating student performance indicating weights of the various required course activities and the grading scale/criteria for grading.

The required texts.

Any recommended texts.

A current bibliography listing works relevant to the course subject.

A schedule of course activities and readings with required dates for completion of papers, exercises, reports, examinations, and other activities

A statement of policy regarding academic honesty.

An indication of the method by which instruction in the course will be evaluated.

A statement of policy regarding incomplete grades.

A statement of penalties for late assignments.

A description of how the Christian faith and Bible will be incorporated into the course.

Professor's office hours, location, e-mail address, and phone number, as applicable.

Syllabi shall be developed in acceptable format and submitted to the academic dean's office on or before the first day of registration for the Semester in which the course is offered. A course syllabus shall be provided to each student on or before the first scheduled meeting of the class. The syllabus should not be altered after the first class period. If a professor wishes to alter it, he or she should consult the academic dean and obtain his approval.

Student Admission and Registration Policies

Student Admission and Registration

The academic dean is responsible for ensuring that all faculty and staff involved with admissions are informed of our admissions policy and position, understand it and agree to abide by it. This policy is provided in the Academic Catalog and is incorporated into this Handbook by reference. The admissions process for international students includes several additional steps compared to the admission of U.S. students; a document describing this process is available in the Registrar's office.

Enrollment Status Classification

Regular (Degree-seeking) Students

Applicants who intend to obtain a degree from Caroline University are defined as regular students. All regular students are eligible for all forms of financial aid, unless otherwise specified below, and contingent upon successfully meeting other eligibility criteria of the individual financial aid programs. Upon acceptance, some students may be subclassified as provisional or conditional, if they have not met all admission requirements.

Provisional

If the admissions committee believes that the applicant has the potential for success in the degree program to which admission is sought, they may accept the applicant into the degree program on a provisional basis. Students accepted on a provisional basis may be considered for need-based assistance grants and student employment, but will not be considered for scholarships until the provisional designation is removed. The student on provisional enrollment basis must meet the following requirements to no longer be classified as provisional.

Degree Programs: Students accepted on a provisional enrollment basis in all degree programs are limited to a maximum of 12 credits the first Semester of enrollment. Each school may establish specific course requirements for the provisional students' first term of enrollment. After completing a minimum of nine credits with a 2.00 or better grade point average (3.00 for graduate students) and meeting the course requirements set by the school, the provisional designation will be removed. Students entering Caroline University on a provisional basis, who do not achieve the required minimum grade point average for the first term of enrollment are subject to immediate dismissal. All provisions of the Academic Probation and Dismissal policy will then apply.

Conditional

Applicants who have submitted all application material except test results, an official transcript or a letter of reference may be admitted on a conditional enrollment status. Those on conditional status have one Semester to submit all of the required admissions material. The student will not be eligible to register for

a second term until the school removes the conditional designation. Any request for an exception to this registration block must be submitted to the academic dean through an academic petition.

Non-degree Students

Applicants desiring to enroll in courses who do not intend to obtain a degree may be accepted on non-degree status.

Full Time Classification

Undergraduate Students

To be classified as full time for enrollment certification purposes, a undergraduate student must satisfy one of the following conditions:

Be enrolled for a minimum of twelve (12) credit hours per regular academic Semester or eight (8) credit hours during the summer session(s). This definition will be used for enrollment reporting purposes.

Be enrolled for at least one credit hour in the last Semester of enrollment necessary for completing the degree.

If program design does not allow for at least 12 credit hours per session, full time classification will be considered the maximum number of credit hours offered per session in that program.

Graduate Students

To be classified as full time for enrollment certification purposes, a graduate student must satisfy one of the following conditions:

Be enrolled for a minimum of twelve (12) credit hours per regular academic Semester or four (4) credit hours during the summer session(s). This definition will be used for enrollment reporting purposes.

Be enrolled for at least one credit hour in the last Semester of enrollment necessary for completing the degree.

If program design does not allow for at least nine credit hours per session, full time classification will be considered the maximum number of credit hours offered per session in that program.

Independent Study

An independent study is a learning experience that allows a student to research and evaluate subject matter or to conduct other comparable academic activities with minimum faculty guidance. Independent studies are available to students as faculty expertise, time and resources permit. An independent study may be chosen for one of the following reasons:

1. The subject matter or academic activity is not included in regular course offerings and is pertinent to student's degree interests.
2. The subject matter or academic activity is significantly beyond the scope of scheduled course offerings.

An independent study shall constitute a contract between student and teacher and, as such, shall contain specific goals, expectations and evaluation criteria in written form. The quality and effort of the study shall be equivalent to that expected in the classroom.

An independent study course shall be subject to the same academic policies as a regular course except that incomplete work shall be subject to the In Progress (IP) grade policy. The value of the independent study shall vary from one to four Semester hours. Each school may establish limits to the total number of independent study credits that may be applied toward degree requirements.

1. The student and advisor shall assess the need for an independent study by reviewing the student's academic goals, the content of regular course offerings and the student's progress toward degree requirements.
2. The student shall complete an Individual Study form and obtain the approval signatures of the advisor and the independent study director.
3. The student shall submit the approved Individual Study form to the school registration representative and register for the independent study during the registration period for the term in which the student intends to begin the study.
4. The school shall distribute a copy of the Individual Study form to the academic dean, advisor, independent study director and the student.
5. The student and director shall make periodic contact during the course of study with a system of mutual accountability established.
6. The study director shall perform the final evaluation and shall assign a final letter grade.

Internship

An internship provides an opportunity for a student to apply classroom learning to actual work situations in the student's major academic area of concentration. It shall be a new and educationally rewarding experience for the student rather than a repeat of previous work experience.

The internship shall be supervised by a faculty director and by a professional practitioner in the student's field of concentration. A student may receive compensation for an internship subject to approval by his advisor and academic dean. Internship credit shall be variable with 90 hours of experience generally equaling one Semester credit. Grading policies for the internship shall be established by the academic dean. An internship is normally pursued near the completion of a student's degree program. To be eligible to register for an internship, a student shall have completed one-third of the total number of hours required in his or her degree program. Each school may establish other guidelines for the pursuit of internship credit.

1. The academic dean's office shall provide the student with a suggested internship agreement format and detailed directions for obtaining an internship agreement contract.

2. The student shall, in cooperation with his advisor and internship director, obtain an internship agreement.
3. The student shall then complete an Individual Study form and obtain the approval signature of the faculty internship director.
4. The student shall submit the approved Individual Study form to the school registration representative and register for the internship during the registration period for the term in which the student intends to begin the internship.
5. The school shall distribute a copy of the approved form to the advisor, faculty internship director and student.
6. The faculty internship director shall determine the form and frequency of student contact and reporting during the internship.
7. The student shall request a formal performance evaluation letter from his professional supervisor to be sent to his faculty internship director.

The faculty internship director shall perform the final evaluation and shall assign a final grade.

Practicum

A practicum is a field-based project that provides an opportunity for a student to gain practical experience in a particular field of study. Approval for a practicum shall only be given if there is evidence of significant learning opportunities related to the student's major area of study. A practicum shall constitute a contract between student and teacher and, as such, shall contain specific goals, expectations and evaluation criteria in written form. The quality and effort of the practicum shall be equivalent to that expected in the classroom.

Practicum credit shall be variable with 90 hours of experience equal to one Semester credit. Grading policies for the practicum shall be established by the academic dean. Each department/division may establish limits to the total number of practicum credits that may be applied toward degree requirements. To be eligible to register for a practicum, a student shall have completed 12 credit hours (8 for graduate students), shall have a 2.00 cumulative GPA (3.00 for graduate students) and shall have obtained approval from the faculty practicum director.

1. The student and advisor shall assess the need for the practicum by reviewing the student's progress toward degree requirements and determine how the practicum will meet the student's educational goals.
2. The student shall complete an Individual Study form and obtain the approval signatures of the faculty practicum director.
3. The student shall submit the approved Individual Study form to the registration representative and register for the practicum during the registration period for the term in which the student intends to begin the study.

4. The school shall distribute a copy of the approved Individual Study form to the academic dean, the advisor, the practicum director and the student.
5. The student and faculty director shall make periodic contact during the course of study with a system of mutual accountability established.
6. The faculty practicum director shall perform the final evaluation and shall assign a final grade.

Student's Academic, Advising, grading, graduation requirement, discipline, Evaluation Policies

The Caroline University community of teachers and scholars affirms that upholding the standard of academic integrity with its reliance on honesty is a responsibility of both faculty and students. Conduct that violates academic integrity includes:

1. Dishonesty. This is lack of integrity exhibited through lying, cheating, defrauding or deceiving. Examples of dishonesty include: copying from the examination paper of another, allowing one's own examination paper to be copied, reading without the instructor's consent a copy of the examination prior to the date it is given, giving or receiving unauthorized aid on a take-home examination; use of unauthorized aids; submitting the same work product in more than one course without the express permission of the instructor(s); or disclosing or accepting information if one takes a test at a different time than other students in the same course.
2. Plagiarism. This is stealing or using the ideas or writings of another as one's own. It involves failure to acknowledge material copied from others or failure to acknowledge one's indebtedness to another for the gist of important thoughts in a formal statement, written or oral.

Charges of violating academic integrity shall be handled according to established student discipline procedures published in the Catalog and the Student Handbook.

Students who do not maintain adequate progress toward graduation may be placed on academic probation, academic alert, or dismissed, in accordance with the policies stated in the Academic Catalog.

The Registrar's Office assigns an advisor to students to help them plan degree programs and to give career and personal guidance during their undergraduate program. It is the students' responsibility to meet the requirements of the degree as established by the faculty, administration, Owner of Directors, and as defined in the student's approved degree program.

Advisors assist students during the registration process and throughout the year. Advising students shall be regarded as a central and integral part of the instructional responsibility of faculty members. To the degree possible, advisors shall be matched with the areas of the student's specific interests.

Procedures

1. At the time of formal admission, the College informs new students in writing of the name of their assigned advisor and enters the advisor assignment in each student's record.

2. At the beginning of each academic term, the College provides each professor a list of all advisees who are enrolled for that term.
3. Students are responsible for taking the initiative to obtain advisement.
4. Faculty or students may request a change of advisors through the academic dean's office. The academic dean approves all advisor changes.
5. Advisors approve the schedule and course load of all advisees for each academic term and meet with advisees each term as appropriate.
6. Students obtain their advisor's written approval on the Add/Drop Request form to drop or add a course during the authorized add/drop period. Courses may be dropped after the authorized date only for unusual reasons and with the academic dean's approval.
7. Students need the approval of their advisor and academic dean on the Individual Study form for the following academic experiences: practicum; independent study; internship; and tutorial.
8. Students may request a printout of their approved degree program from the Registrar. Changes to the approved degree programs require approval on an Academic Petition form, which is available in the academic dean's office.
9. Students voluntarily withdrawing from the College during a term must complete a Withdrawal form and get approval from the appropriate advisor and the academic dean.

Class attendance is essential for satisfactory academic achievement. Students are responsible for knowing and meeting all course requirements including tests, assignments and class participation. Regular attendance at classes and laboratories is expected. Faculty members evaluate each student's record of attendance in arriving at a final grade. For more information on class attendance requirements, see the Academic Catalog.

In order to graduate, students must complete all the degree requirements published in the catalog for the degree program in which they are enrolled. Requirements will be maintained by the Registrar's Office. Students may obtain information concerning their progress from the Registrar.

The Business Office will place a financial hold on the academic records of present and former students who have an outstanding account with the College. Such individuals will not be allowed to register for classes nor will any academic documentation or information (i.e., grades, transcripts, and diplomas) be released to them until the Business Office receives payment. Once the account is settled, the Business Office will notify the Registrar's Office that the financial hold has been removed. The Registrar's Office will then release any requested academic documentation or information to the individual. For more details on financial holds, see the Academic Catalog.

To remain in good academic standing a graduate student must maintain a 3.00 grade point average, and an undergraduate student must maintain a 2.00 GPA. The Academic Catalog contains the Caroline grading scale.

The instructor determines all grades. The basis for evaluation and grade calculation shall be published in the course syllabus available at the first formal class meeting or online before the first class participation date. Formative grade assessment may utilize systems different than the required system for final grading, as long as the system allows for equitable conversion.

The grade point average (GPA) is obtained by dividing the total number of quality points earned by the total number of hours attempted exclusive of P/NP, Audit and courses in which an Incomplete or In Progress is assigned. Grades of F, WP, WF or Audit may not be used to meet minimum hour requirements. Professional development courses such as an internship and a practicum will be graded on a P/NP basis.

Withdrawal from Course Grades

A grade of WP or WF is given to a student who withdraws from a course after the authorized add/drop period up to the end of the Semester registered. The designation WF is counted as an F in the computation of the GPA; the designation of WP is not counted in the computation of the GPA. Any student who seeks to complete a course to which a WP or WF grade has been posted must register in a subsequent term and pay the full current tuition for the course.

Incomplete Grades

An incomplete grade will be given in a regular course only for legitimate deficiencies due to illness, emergencies or other extraordinary reasons acceptable to the professor, including equipment breakdown or shortages, and not because of neglect on the student's part. A regular grade will be given by the instructor if all requirements for the course are submitted by the end of the following Semester. If all work is not submitted by the end of the following Semester, a grade of F will be posted automatically and counted in the computation of the GPA.

In Progress Grades

In progress grades are given when work is not completed by the end of the Semester for the following academic work: independent studies, internships, and practicum. An IP is also an appropriate grade for courses in which the completion of course requirements for all students extends beyond the Semester in which the course is offered. An IP may be continued for a maximum of two Semesters. If the requirements for removal of the IP grade are not completed by the end of these two Semesters, an NP grade will be assigned. Any student desiring reinstatement to the course after an NP has been posted must register for the course in a subsequent term and pay the full current tuition for the course.

Caroline University graduates those students who are in good standing upon the satisfactory completion of all degree requirements. Note: To graduate is to be granted an academic degree or diploma.

Students are subject to the degree requirements listed in the catalog for the year during which the student first enrolls. A student may petition the academic dean to use a subsequent catalog.

For more details on graduation requirements, see the current Academic Catalog.

An appeal is defined as a request to a higher authority to change a decision that was made, typically a decision that the student believes adversely affects his or her academic career. Details of the appeals process are given in the Academic Catalog.

Course evaluations offer students a means to provide input for assessing and improving course design and teaching performance. Students assess their instructors in: course competencies; content and instructional methodology; faculty mentoring; and biblical perspectives and advisement.

Course evaluations for each course taught are a part of the school's systematic evaluation of instructional performance. Individual instructors may use other instruments to gain additional information.

The results of the course evaluations are not made public. They are available to the instructor, the academic dean and those involved in personnel decisions. They may also be made available to evaluators for accreditation and approval purposes.

1. Course evaluations are collected by the academic dean's designee and delivered to the academic dean's office during or immediately following the last class of the Semester in which the course is offered or after the last exam.
2. After grades have been submitted, the evaluations are made available to the instructor.
3. The instructor reviews the evaluations and provides a written response on how he or she intends to modify or improve the course based on the ratings received. The instructor will also have an opportunity to comment on the rating received. These comments are taken into account by the persons or groups responsible for making or advising on personnel decisions.
4. The instructor returns the evaluations, a written response and written plans for revising the syllabus, if appropriate, to the academic dean.
5. The academic dean retains the evaluation information for three years.
6. Summaries of the information from course evaluations may be used for statistical purposes as long as the information does not reveal the identity of the faculty member.

Policies on student discipline are given in the Student Handbook, which is incorporated into this Handbook by reference.

Each faculty member, in consultation with the academic dean, determines the evaluation policies governing student performance necessary to complete his or her course. The method for evaluating student performance in each course is stated in the syllabus. Degree completion requirements are stated in the catalog.

1. All examinations are taken at the time announced by the instructor. If students miss any examination, it is their responsibility to make arrangements with the instructor to take a make-up examination.
2. Alternatives such as a written paper or creative project may be adopted in lieu of final examinations at the discretion of the individual instructor.
3. Faculty submit term grades by the date set by the Registrar's Office so that grades can be sent to students in a timely manner.

The student grievance policy is given in the Student Handbook, which is incorporated into this Handbook by reference.

Commencement Participation of Staff

All exempt employees are eligible to participate in the commencement procession. However, exempt employees other than full-time members of the teaching faculty and senior administration staff may

choose not to participate in the procession. If exempt employees wish to participate, it is their responsibility to notify the Registrar's Office of their desire to do so.

The official commencement procession includes the following: president, other administrators, full-time teaching and professional library faculty, adjunct faculty and full-time exempt employees choosing to participate. The president determines the procession for the platform.

Copyright

Caroline University affirms that its educational mission includes the encouragement of its faculty, administrators and other employees, as well as its students, to originate and to publish scholarly and creative works in a variety of media of expression. The University copyright policy is designed to promote such scholarly and creative work by affording opportunities and assurances to the individual scholar or artist to secure appropriate rights to such work and at the same time to secure to the University appropriate rights to a work, the creation of which has received substantial University support.

Course and Classroom Scheduling

The academic dean determines the courses to be offered in each academic term and makes the necessary teaching assignments for each course. In accordance with the procedures of the Registrar's Office, the dean recommends to the Registrar's Office the appropriate time. The assignment of class time is made by the Registrar's Office consistent with the dean's recommendations whenever possible and as required by appropriate accrediting agencies. Once the course schedule is submitted to the Registrar's Office, any changes in teaching assignments, courses offered and time offered must be authorized by the academic dean. Any changes in class times, must be authorized by the Registrar's Office. Changes made after the first week of classes should be avoided.

Honorary Degrees

Caroline University confers honorary degrees for the purpose of recognizing selected individuals whose life and work have exemplified, in outstanding fashion, the values and ideals that the community espouses. Recognition of outstanding scholars, authors, artists and leaders—regionally, national and international—should be primarily considered.

Qualities of the Nominee

1. The nominee should have achieved some distinction that can command widespread admiration. Most nominations go to individuals who have achieved extraordinary levels of success and visibility, and through these accomplishments have contributed to the wisdom.
2. The candidate's life and qualities should exemplify the spiritual and intellectual goals of the institution.
3. The candidate should be clearly outstanding, distinguished and recognized by the discipline and College community for accomplishments and service in the public good. Formal academic achievement is a desired, but not a necessary qualification.

4. The accomplishments for which an individual is awarded an honorary degree may be in any of several dimensions, but they should exemplify one or more of the College's values.

Internet and Web Publishing and Access

Caroline University owns and maintains a Web server to publish the Caroline University website—www.Carolineesl.com. The server/network administrator maintains the Web server and upgrades the server, meeting normal demands for drive space and system performance.

Faculty members who need to publish large amounts of files (for example, multimedia files) must negotiate drive space in advance with the server administrator.

Students, Staff, and Faculty Home Pages

All members of the Caroline University community may publish and maintain their own personal Web pages. The University is not responsible for the content and claims made on home pages. In addition, the University reserves the right to revoke the privilege of home page publishing to anyone. This would occur only when a person publishes content that would be considered offensive and contrary to the nature and vision of Caroline University. Technical assistance relating to personal home pages is generally not available from the University Webmaster.

Sexual Harassment

Policy

It is Caroline University's policy to provide students and employees with an environment for learning and working that is free of sexual harassment whether by members of the same sex or opposite sex. University administrators and supervisors are responsible for assuring that effective measures are taken to implement this policy's procedures.

It is a violation of this policy for any member of the University community to seek gain, advancement or consideration in return for sexual favors, or to make an intentionally false accusation of sexual harassment. It is a violation of this policy for any member of the University to engage in verbal or physical sexual harassment.

Any person who feels offended by the behavior of any other person in the Caroline University community is encouraged to resolve the problem informally before filing a complaint according to the enforcement procedures below.

Any person who has been accused of sexual harassment pursuant to the terms of this policy, who retaliates against his or her accuser in any manner, shall be charged with violating this policy. Any member of this College community who is found in violation of this policy will be subject to appropriate sanctions, which may include discharge, expulsion or probation.

Definitions

"Work," for the purposes of this policy, means employment-related activities carried out by College employees and College-sponsored activities carried out by volunteers.

"Member of the College community," means student or employee, or an alumnus or volunteer involved in any College-sponsored activity.

"Sexual harassment" is defined as unwelcomed and unsolicited conduct of a sexual nature, physical or verbal, by a member of the College community of the opposite sex or same sex.

Procedure

13. Any member of the university community who believes that he or she has experienced sexual harassment as defined in this policy should immediately notify his or her immediate supervisor, dean or department head, the Dean of Students or the director of human resources.
14. Complaints of sexual harassment must be filed with the Dean of Students or the director of human resources within 180 days from the date the alleged harassment occurred. The complainant shall explain, in writing, the nature of the harassment and indicate what remedy he or she seeks.
15. The dean/director shall forward a copy of the complaint and a copy of this policy to the accused member of the University community and the appropriate supervisor/administrator advising them that an investigation of charges will be conducted.
16. If the supervisor/administrator is involved in the charge, the Dean of Students/director of human resources should choose another appropriate supervisor/administrator.
17. The supervisor/administrator, working with the dean/director, shall promptly and confidentially investigate the complaint. In determining whether the alleged conduct constitutes sexual harassment, the supervisor/administrator will look at the record as a whole and at the totality of

- the circumstances, such as the nature of the sexual conduct, the context in which the conduct occurred and the history of the relationship between the parties.
18. During the investigation, the individual accused of sexual harassment must be given an opportunity to respond, either orally or in writing, to the complaint.
 19. After the investigation of the complaint, the supervisor/administrator may propose mediation in order to secure a written agreement that satisfies all parties to the complaint. (See Mediation Agreement in Appendix B.) A resolution by agreement of the parties may include the imposition of a sanction upon the accused individual, which the accused individual agrees to accept as a sanction.
 20. If such an agreement is reached, a copy of the agreement shall be provided to each of the parties involved and the Dean of Students or director of human resources.
 21. If, within 30 days of the supervisor/administrator's receipt of a complaint, the complaint is not resolved, the Dean of Students or director of human resources shall notify the parties, in writing, that the matter cannot be resolved and shall advise the complainant of his or her right to proceed with the charge.
 22. If the complainant desires to proceed with the charge, the record of the complaint shall be provided to a committee appointed by the academic dean in consultation with the director of human resources. The committee will be composed of two deans and three representatives from the university community of faculty, staff or students, depending on the individuals involved.
 23. The committee shall hear testimony and evidence from both parties and shall make a finding regarding the truthfulness of the charge(s).
 - d. If the charge is proven true, the committee shall make a recommendation regarding sanctions, if appropriate. The imposition of sanctions shall occur in accordance with applicable College disciplinary and sanction procedures. The sanctions that may be imposed by the committee shall include, but not be limited to: censure/reprimand, demotion, suspension without pay or recommendation for termination.
 - e. If the charge is proven false, all references to the charge shall be expunged from the accused's records.
 - f. If the charge is found to be false and malicious, the matter should be referred to the academic dean for further action.
 24. The final decision rests with the president acting on behalf of Board of Directors.

Guest Speakers

Policy

Caroline University is a private University that values the sharing of knowledge, the search for truth and the social intellectual development of students. Free inquiry and free expression are essential to learning. An atmosphere in which one can ask questions and evaluate divergent points of view is promoted. The University is committed to an open expression of views that challenge us to more effectively fulfill our Civic responsibilities in society.

The University reserves the right to authorize to only guest speakers who, in some way, will contribute to the mission and vision of the University, and who agree in advance to conduct themselves in a manner consistent with traditional Civic values. This includes avoiding profane language, potentially slanderous statements, advocacy of violent change or overthrow of the government.

Procedure

1. Any University-recognized group may invite and sponsor speakers to appear before its group with the approval of the advisor. Recognized student organizations are not authorized to present

programs to all-University audiences unless they receive specific approval from the Dean of Students. Exceptions to this policy must be approved by the Dean of Students.

2. The Dean of Students may prescribe conditions for the conduct of a speaker if there is reason to believe that such person or persons may behave in a manner inconsistent with the mission and personal code of conducts of the Caroline University.

3. An event open to an all-University audience shall generally be defined as one that is promoted as being open to persons who are not members of the sponsoring organizations.

4. The Dean of Students should be contacted if there are questions about the advisability of inviting a speaker to class.

5. The arrangements for a speaker, the conduct of the speaker and the appropriateness of the activity are the concern of both the inviting group and the University. The privilege to invite speakers carries with it important responsibilities to ensure that the proper objectives of the University are not compromised.

6. The University reserves the right to cancel any event it deems likely to cause an interruption in the University's orderly activities. The president or his duly authorized representative may order an event to be terminated on grounds that it constitutes a disruptive activity. Any member of the faculty or staff or any student who resists such an order shall be subject to disciplinary action.

7. A recognized student organization that sponsors a guest speaker may not use the Caroline University name or logo nor may they infer directly or indirectly that it is a University sponsored event without the approval of the Dean of Students.

Approval of a guest speaker to speak does not necessarily imply approval or sponsorship of their views by the University or by the organization inviting them.

Student Records Committee

The Student Records Committee governs the retention and disposal of all student records in order to be certain that the information collected, stored, and disseminated is consistent with fair information practices. This policy provides guidelines for the retention and disposal of student records and to ensure the physical security of those records.

1. The Student Records Committee is a standing committee whose members include the Admissions Officer, Registrar, Business Administrator, Financial Aid Director, Dean of Students, Academic Dean, and Librarian. The Registrar serves as chairman of the committee.

2. Duties include:

For various departments: oversee the initial records inventory; review and update records inventory forms annually; and determine the academic, administrative, fiscal, legal, and historical/research value of each student record;

Ensure that records and documents deemed by the committee to have value are adequately protected and maintained;

Assist the archivist in the development of retention standards for records, which have archival value.

Develop a records management program for all vital records;

Publish a retention and disposal schedule that is in compliance with local, state, and federal laws.

Before publication and implementation of this schedule, legal review and official institutional sanction should be secured;

Designate a member or members of the committee to monitor legislative impact on record retention and record keeping practices. When legislation is identified that impacts the retention and disposal of records, this person will review the Caroline retention policy for impact and make policy change recommendations to the committee;"

Inform the institutional community of fair information practices;
Oversee the training of institutional personnel responsible for the storage, maintenance and disposal of records; and
Insist that all offices within the institution adhere to the published record retention and disposal schedule; assist offices within the institution in improving their records control systems.

Records Security Procedure

Confidential records must be stored to prevent unauthorized persons from gaining access.
Confidentiality of confidential records should be maintained until the records are destroyed.
If the College ceases to operate or approval to operate in California is revoked, arrangements have been made with Horizon University in Los Angeles to administer the transcript records of Caroline University.

Retention Schedule

The following is a list of documents with the retention period for file hard copies. Student records will be scheduled for review once per year, between May and August, per the following retention schedules.

Note: Any student record included in an open audit must be retained until all questions are resolved.

Student Policies

Disciplinary Policy

The primary goal of the Caroline University Disciplinary Policy is always to pursue the full restoration of the involved student. With this goal in mind, the suspension of a student from Caroline University is not a desired result, but suspension may occur if a student shows an unwillingness to comply with or meet the objectives of restorative action. Intermediate consequences are employed whenever possible to avoid suspension or expulsion from school. Each incident is reviewed on a case-by-case basis, with consideration of (1) the severity of the violation, (2) the context of the incident, (3) a history of prior misconduct, (4) the responsiveness of the accused to confrontation, and (5) the degree to which the individual displays genuine repentance. Suspension, expulsion, and other disciplinary actions are described in the section entitled Disciplinary Process later in this part of the Handbook.

Community members are expected to provide firsthand testimony that will bring greater clarity and understanding to school officials while they are investigating possible infractions or processing disciplinary actions. Some may view withholding information as a means of “protecting” others, but this practice is unbiblical (cf. Proverbs 14:25, James 4:17) and is ultimately destructive to our community.

While painstaking efforts are taken to maintain consistency from case to case and individual to individual, confidentiality often prevents the disclosure of details that contribute to a disciplinary decision, occasionally resulting in unanswered questions regarding an outcome. Uninformed community members are asked to extend the benefit of doubt to officials, knowing that prayerful consideration has been employed in the proceedings and the subsequent outcome.

The Dean of Students serves as the chief student conduct officer for the Caroline University and works with the other administrators to resolve disciplinary matters. The following guidelines are used to establish continuity for administering consequences for violating community standards.

Guidelines for Imposing Consequences

The following guidelines are designated to establish a system of continuity for administering consequences for the violation of community standards. The administrator(s) should typically employ the following guidelines in determining an appropriate consequence, unless there are exceptional circumstances that warrant an alternative response on the part of the Caroline University.

Level 1 Violations: These are minor violations. Customary action would include, but is not limited to, a verbal or written warning with the possibility of additional sanctions.

Level 2 Violations: These are intermediate violations that may indicate a breach in judgment or character on the part of the violator. Customary action would include, but is not limited to, behavioral probation with additional sanctions, a limited-term suspension including office visitation, and/or required reduction of semester hours.

Level 3 Violations: These are major violations and will be dealt with accordingly. Often Level 3 violations are also criminal acts. Customary action would include, but is not limited to, suspension with additional sanctions, or expulsion. When appropriate, the Caroline University will refer the incident to law enforcement authorities.

Note: Disciplinary action is customarily cumulative. Consequently, multiple individual lower level violations could result in a higher level of consequence.

Mandatory or Minimum Consequences

In order to establish a healthy community environment and influence lifestyle choices by which its members may be successful in attaining the mission of the institution, the Caroline University takes an unequivocally firm stand on student misconduct that falls in the following categories:

- Intoxication and drunkenness;
- Drug possession and/or use;
- Sexual misconduct;
- Violent acts;
- Endangering the safety of others;
- Plagiarism or other forms of lying or cheating; and
- Non-compliance with the request of Caroline University official or representative acting within his or her official capacity.

The Caroline University believes that lifestyle choices and behaviors that fall in these categories have the greatest propensity for diminishing an individual's academic success and spiritual formation and are likely to negatively impact the quality and character of the community. Thus, these violations are met with a minimum consequence of suspension.

Disciplinary Process

Should a student fail to meet the standards or spirit of this handbook and it becomes necessary to impose disciplinary action, the remedies will be used:

- **Corrective Measure:** The failure of a student to meet a standard or the intent of a standard may be brought to the attention of the student by faculty, staff, or peers. The goal of a corrective measure is for the student to recognize his or her failure to meet the standard, to take immediate action to meet the standard, and to agree to comply with the standard in the future. This remedy is commonly warranted when dealing with Level 1 violations.
- **Restorative Action Plan:** A student who does not meet the standards of this handbook following the correction measure, or a student whose failure indicates a lack of biblical integrity or character, will be required to meet with the Dean of Students, Academic Dean, and/or President. The purpose of this meeting is to develop a restorative action plan to resolve the issue and help the student grow and develop in integrity and character. Restorative action may include specific task assignments,

restrictions, prohibitions, accountability meetings, and/or limited-term suspension. This remedy is commonly warranted when dealing with Level 2 violations. If the student does not agree to the restorative action plan, or if the student fails to meet the objectives and specific goals of the restorative action plan, the student progresses to the next step in the Disciplinary Policy.

- **Voluntary Withdrawal:** A student's failure to meet the objectives and specific goals specified in the restorative action plan will be reviewed by the Dean of Students, Academic Dean, and/or President. If the student believes that he or she could be best served by returning to his or her home church, the student may make a request to the Caroline University administration to voluntarily withdraw from Caroline University. This cooperative decision by the involved student and the Caroline University administration has the goal of returning the student to the pastoral care of the local church for restoration. Consequently, the Caroline University will discuss the matter with the student's pastor as a condition of the withdrawal. At the time of this voluntary withdrawal, the Caroline University administration will define specific administrative requirements that must be fulfilled for the readmission of the student to Caroline University. Documentation of this voluntary withdrawal and the requirements for readmission will be placed in the student's file.
- **Suspension:** A failure by a student to meet the objectives and specific goals specified in a restorative action plan or other corrective measure will be reviewed by the Dean of Students, Academic Dean, and/or President. The administrators will consider suspending the student from Caroline University. Suspension is the involuntary separation of a student from the Caroline University for a specific amount of time. If suspension for one or more semesters is deemed necessary, the student will receive a failing grade (W/F) in all classes in which he or she is enrolled, and the Caroline University administration will define specific administrative requirements that must be fulfilled for the readmission of the student to Caroline University. Documentation of this suspension and the requirements for readmission will be placed in the student's file. During suspension the Dean of Students may suspend a student's access to the school's office, or may, in cooperation with the Academic Dean, suspend a student's access to faculty members and the online learning platform.
- **Expulsion:** If, in the opinion of the President of Caroline University, a student's behavior or character so disqualifies him or her from Christian service that successful completion of any Caroline University program seems unlikely, the President will direct that the student be dismissed indefinitely. Such a dismissal is called "expulsion." A student who is expelled will receive a failing grade (W/F) in all classes in which he or she is enrolled and is not encouraged to apply for readmission.

Appeal: If a student has new information that might affect the decision of a particular administrator, faculty member, staff member, or any official Caroline University committee holding disciplinary powers, the student may submit an appeal in writing, within five working days of notification of the Caroline University's decision, or of the time that the new information came to light. The written appeal is to be submitted to the Dean of Students requesting a hearing with the Disciplinary Committee. A copy of this appeal and the response from the Caroline University administration will be placed in the student's file. Note: The written appeal should include the new information and an explanation of how the current decision might be affected.

In cases where there is no new information to be presented or the decision has resulted in the termination of student status, the student may request that his or her written appeal be forwarded to an Appeals Committee for review. The Appeals Committee is an *ad hoc* committee comprised of three individuals from the pool of Caroline University officials unrelated to the decision. The Dean of Students will serve on the committee as the Caroline University's representative. A student representative may also serve as a member of the committee. Any adjustments to the prescribed representation will be discussed in advance of the review.

Note that the role of the Appeals Committee is not to rehear the case and render a second judgment, but to determine if the disciplinary process has been fair and reasonable, the evidence supports the findings, and the consequences are justified by the criteria established in this handbook. The committee will either uphold the decision as sufficiently meeting the aforementioned criteria, or submit recommendations to the respective dean for considered implementation. The dean's subsequent decision then becomes final.

Readmission After Withdrawal or Suspension

A student who voluntarily withdraws or who is suspended from Caroline University for one or more semesters may apply for readmission upon fulfillment of the following conditions:

*Any minimum time requirements agreed to at the time of voluntary withdrawal or suspension have been met prior to a student applying for readmission.

- All requirements of a restorative action plan agreed to at the time of voluntary withdrawal or suspension have been met prior to a student applying for readmission.
- A detailed pastor's reference has been submitted to the Caroline University from a pastor who has observed the student's life and behavior for not less than six months prior to the application date. This reference must be positive in nature, indicating that the pastor believes that the student is ready to fully comply with the policies and guidelines of Caroline University and that he or she considers the student ready for readmission to Caroline University without any qualifications or reservations.
- A second reference has been submitted to the Caroline University from a mature Christian adult who has observed the student's progress over a minimum period of six months. This reference must also indicate a positive growth in character and a readiness to resume study at Caroline University.
- A personal interview by a designated faculty member or administrator of the Caroline University that leads to the recommendation that the student has grown in character and that he or she is capable of completing a program at Caroline University.

A final decision to readmit a student to Caroline University will be made following a review of the preceding criteria by the Admissions Committee, Dean of Students, Academic Dean, and/or President.

Student Code of Conduct

This section contains the details of the student code of conduct. Enrolled students who are married or have dependents are responsible and accountable for the conduct of all those in their household.

<i>Administrative Policy</i>			
Code	<u>Prohibited Activity</u>	Description	Level of Violation
1.1	<u>Non-compliance</u>	Failure to comply with any written or verbal request of a school official or representative acting within his or her official capacity. This includes the failure to respond to a request for an appointment.	2 or 3
1.2	<u>Abuse of Investigative Process</u>	Behaviors, active or passive, intended to impede the investigative process, including failure to obey a summons, the withholding or misrepresentation of information, attempts to influence the testimony of another, or failure to comply with a sanction.	2 or 3
1.3	<u>Misrepresentation</u>	Misrepresentation of oneself to be an agent of the Caroline University. Misrepresentation of an organization to be an agent of the Caroline University.	2 or 3
1.4	<u>Forgery</u>	Forgery, alteration or misuse of Caroline University documents, records, or identification or knowingly furnishing false information to Caroline University officials.	2 or 3
1.5	<u>Complicity with Another's Violation</u>	Behaviors, active or passive, that encourage or fail to confront the misconduct of fellow community members.	1, 2 or 3

<i>Social, Moral or Biblical Policies</i>			
Code	<u>Prohibited Activity</u>	Description	Level of Violation
2.1	<u>Unlawful Acts</u>	Willful participation in an unlawful activity. Students convicted of a crime during continued enrollment or residential status at Caroline University must report this information to the Dean of Students.	2 or 3
2.2	<u>Cheating</u>	Cheating or plagiarism in connection with an academic program, during which the work of another is passed on as one's own, or unapproved methods are employed to complete an assignment.	2 or 3
2.3	<u>Lying</u>	Willful and deceptive communication to a school official or other community member.	2 or 3
2.4	<u>Alcoholic Beverages</u>	Possession, storage, distribution or consumption of alcoholic beverages at any time.	2
2.5	<u>Restricted Drugs</u>	Possession, storage, distribution, or use of dangerous, illegal or restricted drugs or narcotics at any time, including marijuana or hallucinogenic substances. Possession of drug paraphernalia is also prohibited.	3
2.6	<u>Sexual Assault</u>	Acts of sexual aggression including rape, attempted rape, sexual battery or assault.	3
2.7	<u>Sexual Harassment</u>	Harassment as described in the section entitled <i>Sexual Harassment</i> .	2 or 3
2.8	<u>Pornography</u>	Possession, display, or distribution of pornographic materials or images at any time. Use of pornography for personal entertainment, including Internet and telephone services that provide pornographic images, sounds or sensual conversation.	2 or 3
2.9	<u>Profanity and Obscenity</u>	Use of language, or the depiction of activity, that is vulgar, coarse, crude or indecent.	1, 2 or 3

Social, Moral or Biblical Policies

Code	<u>Prohibited Activity</u>	Description	Level of Violation
2.10	<u>Fighting, Violence, or Self-Inflicted Harm</u>	Any conduct or behavior that threatens or endangers the health or physical or emotional safety of an individual, including oneself. Any threatening or intimidating actions or language whether acted upon or not.	2 or 3
2.11	<u>Inappropriate Classroom Behavior</u>	Any willful conduct that disrupts a class. This conduct includes disrespectful communication to the instructor or other students, as well as inappropriate joking, talking or other disturbances.	1 or 2
2.12	<u>Inappropriate Pranks</u>	Any mischievous act directed toward a community member, or which is done on Caroline University property, that is malicious, derogatory, destructive, or potentially dangerous.	1 or 2
2.13	<u>Hazing</u>	Any act of hazing, whether voluntary or involuntary, in which the activity is deemed dangerous or harmful, an individual's dignity is compromised, an individual is ridiculed, or an illegal act is intended or enacted.	2 or 3
2.14	<u>Harassment</u>	Intimidating another individual through the threat of physical or emotional harm, by means of an unwelcome advance, verbal abuse, written communication, telephone call, Internet message, or other communication. Continued harassment might be considered "stalking," and may be subject to criminal charges by state law.	2 or 3
2.15	<u>Racist Activity</u>	Any derogatory or intimidating speech or other harmful or unwelcome action that is based upon racial or ethnic origins. Racism in any form will not be tolerated and racist activity may be subject to criminal charges by state or federal law.	2 or 3
2.16	<u>Gambling</u>	Any activity that involves betting, wagering, raffles or games of chance in which there exists the potential of personal or financial loss. ("Drawings" are permitted when entry into the drawing is free, an entry fee is optional or is a donation, or a gift of equal or greater value is received upon paying an entry fee.)	1 or 2

<i>Social, Moral or Biblical Policies</i>			
Code	<u>Prohibited Activity</u>	Description	Level of Violation
2.17	<u>Inappropriate Dress</u>	Students must maintain professional grooming and personal hygiene at all times, as representatives of the Caroline University.	1 or 2

<i>Property, Facilities, and Grounds Policies</i>			
Code	<u>Prohibited Activity</u>	Description	Level of Violation
3.1	<u>Theft</u>	Theft of school property, or property in the possession of, or owned by, the Caroline University or a member of the Caroline University community.	2 or 3
3.2	<u>Unauthorized Use</u>	Unauthorized entry into, unauthorized use of, or misuse of property in the possession of, or owned by, the Caroline University or a member of the Caroline University community.	2 or 3
3.3	<u>Vandalism</u>	Unauthorized alteration of any public or private property from its original condition, placement or presentation, including graffiti, paint, or alteration to landscaping. This behavior also includes malicious, harmful or provoking “pranks” anywhere.	2 or 3
3.4	<u>Unsafe Skating</u>	Skateboarding, roller-skating, in-line skating, or similar behaviors in any area that interferes with the safe operation of motor vehicles or the rights of pedestrians.	1 or 2
3.5	<u>Unsafe Operation of Motor Vehicles</u>	Use of motor vehicle, in such a way that the driver, passengers or others are harmed or put at risk of harm; failure to heed posted signs or written instruction; operating at a speed which is unsafe for the current driving conditions; any exhibition of speed or acceleration.	1, 2 or 3

3.6	<u>Unauthorized Motorized Vehicles</u>	No motorized recreational vehicles are permitted anywhere. Such vehicles include, but are not limited to: go-carts, mopeds, ATVs, mini-bikes, or a motorized vehicle or bike not licensed for use on public streets.	2
3.7	<u>Improper Bicycle Storage</u>	Bicycles are to be stored only in those facilities designated by the Residence Director.	1
3.8	<u>Improper Postings and Solicitations</u>	Posting flyers, posters, or advertisements without the approval of the Dean of Students. Solicitation of goods or services on Caroline University property without prior approval of the Dean of Students.	1

<i>Safety and Security Policies</i>			
Code	<u>Prohibited Activity</u>	Description	Level of Violation
4.1	<u>Failure to Evacuate</u>	Failure to evacuate a office building immediately upon the sound of an alarm, or to follow specific prescribed procedures or the on-site directives of a school representative.	2
4.2	<u>Breaching Security Systems</u>	Jeopardizing or interfering with the safety and security systems established within the school community, including the propping of locked doors, altering locking devices, or permitting unauthorized access to another.	2
4.3	<u>Misuse or Tampering with Emergency Equipment</u>	Illegitimately engaging alarm pull stations, discharging fire extinguishers, or disengaging smoke detectors. Individuals misusing or tampering with emergency equipment may be subject to fines and criminal charges.	2
4.4	<u>Improper Storage or Use of Flammable Agents</u>	Storage or use of flammable agents or materials in or near buildings, including gasoline, solvents, paint, propane, butane, moped or other machine fuels.	1 or 2

<i>Safety and Security Policies</i>			
Code	<u>Prohibited Activity</u>	Description	Level of Violation
4.5	<u>Unauthorized Fires</u>	The unauthorized burning of any object, including charcoal or gas barbecues, in or adjacent to buildings.	2
4.6	<u>Arson</u>	Malicious and willful burning of buildings or other property.	3
4.7	<u>Possession or Use of Weapons</u>	Possession or use of an explosive, dangerous chemical, or deadly weapon on Caroline University property or at Caroline University function. The term “deadly weapon” includes, but is not limited to, any instrument or weapon of the kind commonly known as a blackjack, sling shot, billy-club, sand-club, sandbag, metal knuckles; any dirk, dagger, or switchblade knife; any knife having a blade longer than five inches; any razor with an unguarded blade; and any metal pipe or bar used or intended to be used as a club. Potentially dangerous sporting equipment such as martial arts weapons, firecrackers, fireworks. Note that these may not be used anywhere or at Caroline University function.	2 or 3
4.8	<u>Throwing Objects from Structures</u>	Unauthorized throwing, propelling, dropping or otherwise causing objects or substances to fall from balconies, windows, or rooftops.	2

Student Deportment

Because Caroline University functions as a community of believers, students are to demonstrate a respectful attitude in all encounters with administrators, professors, staff personnel, university guests, and other students. This standard applies to all areas of behavior, speech, and overall deportment. The same courtesy is to be returned to each student in the treatment they receive from others. Deviation from this standard will result in a review of the incident with the involved people by the Dean of Students. Following this review, the Dean of Students will make an appropriate restorative recommendation.

Each professor is responsible for maintaining a classroom environment that is conducive to learning. If a student is asked to refrain from a disruptive behavior or is asked to leave the classroom, the student must do so immediately and respectfully. If asked to leave the classroom the student must report to the Dean of Students. If necessary, the Dean of Students will meet with the involved people and assign additional

restorative action as necessary. Should it become necessary, the Dean of Students will advise the Academic Dean and the President of allegations of faculty or staff misconduct.

The Dean of Students will review any incident of a student threatening the physical well being of a person or property. Following this review, the Dean of Students will assign a restorative action plan that could include reporting the incident to local law enforcement officials, imposing personal restrictions on the involved students, or recommending dismissal of the person from Caroline University. Should it become necessary, the Dean of Students will advise the Academic Dean and the President of allegations of faculty or staff misconduct.

Denial of Admission

Caroline University reserves the right to deny admission to any applicant due to the following reasons:

6. The applicant does not meet the standard admission requirements.
7. The applicant is unable to participate or learn in class due to physical, mental, or emotional reasons.
8. The applicant is unable to meet financial commitments to the school.
9. The applicant exhibits lack of personal motivation or is incompatible with the philosophy of the school regarding learning.
10. The Administrator has the right to deny admission to any applicant to whom it is deemed the classes not to be beneficial for the student.

Falsification of Official Documents

Upon the discovery of submission of forgery of official documents (Passport, Alien Registration card, Picture I.D, Social security number), the enrolled student shall be dismissed from the school and his forged documents reported to the appropriate state or federal authorities or agencies.

Transfer Credit Evaluation

Transfer applicants can receive academic credit completed prior to transferring to Caroline University. Credits earned at other institutions will be evaluated using the following criteria:

The maximum number of credits accepted for transfer credits permitted by the California Bureau for Private Postsecondary and Education (BPPE) at the time of admission.

Transcript copies must be forwarded to the Dean of Academics for evaluation.

Courses under consideration must have a grade of “C” or higher.

Only those courses that are substantially comparable to Caroline University courses will be considered for evaluation.

The majority of units must be taken at Caroline University. Therefore, students may have limited transfer of credit units.

Academic credit received from regionally and nationally accredited institutions are usually transferable to Caroline University, provided they satisfy the requirements for the particular program in which the student is enrolled.

In order to request this transfer, a transfer student should arrange for an official transcript (signed and sealed) to be mailed directly from the previous institution to Caroline University's Registrar's Office.

Transfer credit must be a grade of C or better (or pass, in pass/fail courses where a pass is equivalent to a C grade or better) and have been completed within the past 10 years.

Under exceptional circumstances and with the approval of the director of faculty meeting, transfer of credit may be possible from unaccredited institutions. The same procedures and requirements as previously noted apply.

Caroline University is on the semester system. Student transferring from an institution on the semester system can calculate the value of transferable credits at Caroline University by counting semester units as two-thirds of a semester unit.

In order to qualify for the transfer of general education courses, the course sought for transfer must be deemed sufficiently comparable to any such course taught at Caroline University. A course syllabus from the previous class may be required.

After review by the admissions officer and senior faculty in the program to which entry is desired, the final decision is at the discretion of the Academic Dean. This decision is dependent upon the accreditation status of the previous institution, the level of academic rigor involved in said courses, the grade received by the student, and the level of similarity between that course and those which our programs may offer.

Transfer credits are not computed in a student's qualitative grade point average. Transfer credits are counted as credits attempted and earned for the purposes of calculating a student's progress in the program.

Policy on Evaluation of Foreign Transfer Credits

The university conducts a complete evaluation of transcripts for foreign transfer credits submitted by the students who have received their degree at a college or university outside of the United States.

All applicants must provide one official transcript (in a sealed envelope) and an official certification of degree, with date awarded. If a student has attended more than one college or university, separate transcripts must be submitted. To be official, transcripts and certificates must bear an original seal and/or signature of the school's registrar or of the appropriate school official or office. Photocopies are not acceptable.

Student records, including your transcripts and certification of degree, submitted to the university become the property of the university and cannot be returned to or copied for the student or released to a third party. Please do not send your only original copy of your transcripts/degree certificate. If you have questions about your documents prior to submission, please contact our registrar's office.

Course work completed at one institution but listed on the record of a second institution is not acceptable. A separate copy of the record from the first institution is required. If these documents are written in a language other than English, a certified translation in English must be provided together with the original language records. Any translated record should be a literal and not an interpretive translation.

All students are advised to submit all required documentation as early as possible so as to not delay the evaluation process. In the event that the university receives documentation that is questionable, or suspicious in any way, the university will verify authenticity with the issuing institution. If an institution must be contacted for verification, the evaluation process will be placed on hold until the university has received all necessary information.

In addition to official transcripts and certification of degrees, a course-by-course credential evaluation is required of all students who have attended a college or university outside the United States. Credential evaluations are accepted from World Education Services (WES) only. All documents required by World Education Services (WES) must be submitted directly by the applicant. The university is not responsible for forwarding any documents received by our office to these evaluating agencies.

Resources for International Transcript Evaluations

World Education Services, Inc.
PO Box 01-5060, Miami, FL 33101
Telephone: 306-358-6688
Fax: 305-358-4411
www.wes.org

Grievance Policy

Caroline University, in the administration of discipline, guarantees procedural fairness to an accused person, whether the person is a Caroline University student, or staff/faculty member. In pursuit of its policy of openness, accountability, and responsiveness to students, the institution provides established grievance procedures. The President's Office or the office of Dean of Academics shall maintain a file on each grievance reported, including the procedures followed, and the final disposition of the case.

Definition of Grievance

A grievance is a complaint arising out of any alleged, unauthorized, or unjustified act or decision by a student, faculty member, administrator, or staff person, which in any way adversely affects the status, rights or privileges of a member of the student body. The burden of proof shall rest with the complainant. If a student has a grievance, and wishes it to be recognized as such, a written complaint must be submitted to Caroline University petition form, or in letter format. The written grievance must clearly state the student's name, the nature of the complaint, the name(s) of all parties directly involved in the complaint, and any appropriate documentary evidence.

Steps toward Resolution

Based upon the information presented in the grievance, steps toward resolution shall begin with informal discussions, headed by the Dean of Academics or Dean of Students. Resolution shall be attempted at the lowest possible level.

Procedures for Official Hearings

If informal recourse fails to resolve the grievance within a reasonable time after filing, then the President of Caroline University will schedule a Student Grievance Committee meeting. The voting members of this committee shall be comprised of the Dean of Academics, Dean of Students, and one faculty member who shall sit on the committee on a rotating basis.

A copy of the grievance shall be given in writing to the person(s) against whom the complaint is brought. The Committee shall review and consider documentary records, which relates to the case, including the grievance and its supporting documentation, and any documentary evidence or statement by the person(s) against whom the complaint was filed. Committee members shall arrive at a judgment in consultation among themselves. A majority vote of such members may make recommendation, as appropriate, for disciplinary actions, or for changes in policy.

Mediation Policy

In I Corinthians 6:1-8, Paul enjoins believers to avoid lawsuits before unbelievers. In the event that a student believes that he or she has a grievance with any member of the Caroline University community, and he or she is unwilling to “be wronged [or] defrauded” (I Corinthians 6:7) that student may opt to pursue mediation in accordance with the Grievance Policy. This Mediation Policy describes the process a student should follow if he or she and the other party both agree to mediation.

In the event that two or more parties desire to seek resolution through non-judicial mediation, each party will select a person who is willing to assist in the mediation process. (Caroline University recommends that students consider selecting a pastor or other leader in a local church.) The students will then advise the Dean of Students of their choice. These mediators will jointly select one additional mediator who is also willing to serve in assisting the students. The mediators will review the facts and allegations and will propose a solution to the parties in dispute. The resolution is not binding on the parties in dispute unless the parties have previously agreed that the decision is to be binding. Any costs associated with this mediation are to be shared by the persons desiring mediation. The formula for cost sharing will be determined by the mediators and is binding upon the persons requesting mediation.

Student Services

Caroline University is proud to have a team of faculty, staff and administration that are committed to help our students become leaders to serve communities and the world. To accomplish this, Caroline University endeavor to foster a learning environment in which your character can be nurtured, your life and professional skills can be developed, and where meaningful interaction and dialogue are always encouraged. We also work hard to cultivate a university atmosphere that supports this process

The full list of student services is stipulated in the catalog and student handbook. Please be familiar with the policies presented in the handbook. Especially, students must be familiar with student code of conduct and sign the commitment statement indicating that they have read and understood it. We are here to help you. We are excited about your time of study and fellowship at Caroline University.

Students have access to the school and/or its instructors through online office from 9:00 a.m. to 6:00 p.m. Monday through Friday. In addition, our counselors, staff and faculty are available to students during the business hours. 9:00 a.m. to 6:00 p.m. Monday through Friday.

The advisors provide students with assistance in all matters such as important academic, financial and personal matters and concerns to ensure satisfactory progress through the program. The school coordinator also provides assistance to international students in adjusting to the school and to the new social environment and is available to provide counseling on immigration matters.

Student Orientation

Once a student is admitted to the program, he or she will be assigned to an academic advisor who will advise the student with academic planning. New students will be given an orientation of the school, rules and regulations, and its programs before the start of the program

During orientation, a school administrator will familiarize the student with online programs, services, grading policies, graduation requirements, etc. as described in school catalog. Caroline University welcomes any suggestions as to ways in which any aspect of the school can be improved. Suggestions should be directed to the school's staff or dean's office.

Registration

Registration is processed through the Registrar's Office through online. Students are to register through online during the scheduled registration days. Registration forms and the schedule of class are available through online. Late Registration will be allowed through the first week of class and requires a late registration fee.

Whenever possible, the Registrar's Office will register new students. You will receive a copy of your registration form during New Student Orientation, and you can make changes at that time.

All current students are expected to register for the next semester on the dates designated by the Registrar; otherwise the Business Office adds a late registration fee to the student's account.

Registration is not complete until all necessary forms (including the textbook order form) are filled out, submitted, and signed by the appropriate persons. A student who has not completed registration may not be allowed to take final exams, unless the student has notified the Registrar of his or her intent to withdraw at the end of the semester.

Student Government

All registered students are members of the Student Association. The purpose of the student government is to promote Christian fellowship among students and to advance the kingdom of God and the mission of Caroline University. Activities of the Association are supported through a student fee and individual gifts. The officers of the Association—President, Vice President, Secretary, and Treasurer—are elected annually by the members. The Student Government consists of representatives from each class plus the student body president. These students serve as a “sounding board” for the administration regarding policies that affect the students.

Academic Advising

The Director of Admissions and Dean of Academics are available for academic counseling of the student. They are available during regular business hours for consultation with regard to academic or career planning. The scope of academic counseling includes: analyzing personal interests and goals, determining career paths, planning course loads, and developing an overall academic plan for course work and supplemental needs of the student

All students are provided with personal assistance regarding program requirements and scheduling. In addition, individual assistance and advising are readily available to students with special academic difficulties. Instructors and counselors are available for academic advising. Enrollees are encouraged to request an appointment with their instructor immediately if any scholastic problems arise. All students are urged to take advantage of this valuable assistance.

By interacting with the students and academic progress, instructors will advise students to follow certain methodology, which he/she finds most suitable. Students are encouraged to seek help or suggest any new ideas to the school.

Counseling

Caroline University offers non-academic counseling to all currently enrolled students. The dean of students or designated staff may provide this personal counseling so that students can acquire the appropriate abilities and attitudes, which will enable them to cope with the stresses and challenges of student life.

You may contact our dean office or administration's office to schedule an appointment. At Caroline University, the available counseling issues include but are not limited to student's emotional, psychological, relational, and even spiritual problems and crises. And the counseling services may help students experience healing, support, guidance, coaching, and reconciliation in resolving their own concerns.

Individual counseling is offered in a confidential setting to assist students in achieving personal and educational goals. In order to maintain feelings of trust and safety, the basic information concerning services will be considered confidential.

Career Services

Caroline University can assist students with career exploration, resume creation and review, internship and job search strategies, interviewing skills and networking tactics, and more. If you have any questions, please contact us at any time. We will be more than happy to assist you.

Library

The Caroline University online library is connected to our website. Our librarian is also available through online. The Caroline University library contains a wide variety of resource materials for student use in addition to computer stations with Wi-fi internet access, and study tables. The library has online resources. Students may use textbooks, dictionaries, encyclopedias newspapers, and periodicals to research topics inside and outside of class and stay abreast of current events and industry trends. We have a professional librarian who is available to assist you with learning resources and data search.

Student Library Rules of Conduct

To maintain a professional atmosphere, please maintain the same rules elsewhere in the catalog and the following additional behaviors while using the library:

Accept assigned duties and responsibilities.

An act of dishonesty is the most serious violation of student conduct.

Cheating is the unauthorized use of study aids, examination files, and other related materials and receiving unauthorized assistance during any academic exercise.

Demonstrate a well-rounded personality and professional competence while completing their graduation requirements.

Demonstrate initiative and productivity.

Demonstrate sensitivity, compassion and a caring attitude towards your peers and patients.

Demonstrate strong ethical character.

Fabrication is the falsification or invention of any information in an academic setting.

Food or drink is NOT permitted in the classrooms, unless exception is granted by a member of management.

Maintain professional grooming and personal hygiene at all times.

Rules of conduct are based on the California Administrative Code.

Treat people as you would like to be treated.

Violation of the rules of conduct present in the catalog may lead to dismissal from the School and/or probation. All disciplinary matters will come before the administration, which will review the complaint, interview the person(s) involved and make a determination of the action. Results may include: dismissal of the charge, dismissal of the student, probation or suspension for a specified period of time. The finding will become part of the student's permanent file, possibly affecting a recommendation from the School. The School reserves the right to dismiss any student for whom it feels continuation would be a detriment to the student, fellow students and/or the School.

Internet Use

There is a great deal of content on the Internet that is not edifying and can become a point of real bondage. Students are strongly encouraged to establish safeguards that will protect them while using the Internet. When using your personal computer consider installing an application designed to filter Internet access and leaving your room door open while logged on to the Internet. The strongest safeguard is to establish relationships of accountability with trusted friends and spiritual leaders. Those who violate pornography or entertainment policies while using the Internet will be subject to disciplinary action in accordance with the Student Conduct Code.

Procedures for Privacy in Distance Education Students

Student Identification Number

Caroline University issues each student a student identification number at the time of initial registration and each staff and faculty upon date of employment. This student and each staff and faculty IDs become unique identifiers for all individuals throughout their academic and professional career at Caroline University. The user ID is required for both students and faculty to access Caroline University's online class environment.

Secure Login and Password

Each distance learning faculty and student enters his/her user ID and password into the Caroline University login portal. This combination of user ID and password identifies faculty and students to the system on each subsequent course visit.

- All parties accept responsibility for the security of their personal password
- Caroline University online system requires all passwords to be updated every 180 days
- Student information is individualized within Caroline University online system and protected from outside intruders
- Faculty information is protected from student views and from outside intruders

Proctored Examinations

Instructional policies or institutional expectations may require distance learning courses to implement supervised, proctored examinations. Students must identify themselves to the remote or on-campus testing place with a current picture ID card. A Caroline University ID is preferred.

Safety and Security

This section describes Caroline University policy related to safety and security on university.

Fire Alarms / Emergency Exits

When a fire alarm sounds on university head office it is imperative that you know what to do and where to go. In an emergency it could save your life and the lives of others. Remember to always exit buildings in a calm and orderly fashion. Failure to evacuate a university office building immediately upon the sound of an alarm is a Level Two Violation and will be dealt with accordingly. Following are basic instructions regarding your response to fire alarms.

If you are in our office when the fire alarm sounds:

- Remember to feel the door before opening it. If the door is hot, exit another way (e.g., the window) or wait for rescue.
- From a classroom you are to immediately exit the building according to posted exit routes and proceed together to the parking lot in front of the building.
- Professors are to take their roll books with them and take roll outside to ensure that every student is accounted for. Caroline University official will check with each professor before signaling “all clear.”
- From an office, you are to immediately exit the building according to posted exit routes and assemble in the parking lot in front of the Lobby entrance.
 - No one is to reenter a building until Caroline University official has given an “all clear” indication.

In the Event of an Earthquake

Southern California is prone to earthquakes. If you are inside a building when an earthquake occurs, remember to “Duck, Cover, and Hold.”

1. DUCK down
2. Take COVER under a sturdy desk or table or against an interior wall.
3. HOLD this position until the earthquake is over.

During emergencies, tune to a local radio or television station for safety instructions and other official information, or wait for school officials to give the “all clear.” If are away from the school, tune to a

Korean-language news station. (The frequency and name of such stations are posted on bulletin boards at the school.)

Fire Equipment

Tampering with any fire protection equipment, fire extinguishers or alarm systems is a violation of state law. Any pranks utilizing fire equipment or dangerously harmful substances may also be a violation of state law. Any person found to be in violation of these state laws may be subject to criminal fines and jail time. In addition to any potential prosecution resulting from the violation of these state laws, the Caroline University may impose a fine or administer disciplinary action in accordance with the Student Conduct Code.

Fireworks

Caroline University does not permit any member of the Caroline University community to possess, store or fire fireworks anywhere.

Airguns

Caroline University does not permit any member of the Caroline University community to fire air guns of any type (e.g., pellet, BB, paintball) anywhere on our office.

Unlawful Entry

Caroline University office is protected by an intrusion alarm system. The Caroline University considers any forced or otherwise unlawful entry into any Caroline University building or office a serious violation. As a result of violating the integrity of this security system or any unlawful entry into a locked building or office, the violator may be turned over to local authorities for prosecution. In addition to any potential prosecution by local authorities, the Caroline University may impose a fine or disciplinary action in accordance with the Student Conduct Code.

Identification of Strangers

All students are urged, for their own protection and for the protection of children and other community members, to politely ask any stranger to identify him or herself. Visitors who are uncooperative should be reported immediately to a staff member who will monitor the situation.

Security Tips

1. Avoid walking alone at night and stay in well-lit areas.
2. Walk with a friend. It is less likely that something would happen if there are two of you.
3. Never hitchhike, regardless of the time of day.
4. Always lock rooms and automobiles when they are unoccupied.
5. Always make sure that your apartment, office, or classroom door is locked if you are working or studying late. Remember to never prop doors open for someone else.
6. If you find a door unlocked that should be locked, immediately report this problem to a staff member (Residence Director, Residence Assistant, Dean of Students).
7. Have your key ready to open your car door, especially at night. Your keys can be used as a defensive weapon.
8. Look inside your car before entering; also check vehicle for possible break-ins. Assailants sometimes hide in the back seat of a vehicle.

9. Do not give your name, address, or other personal information (e.g., Social Security Number, credit card numbers, driver's license numbers) to strangers, either online, on the phone, or in person.
10. Keep money and other valuables locked in a secure place. Money should never be left unattended even in your room or apartment.
11. Record the numbers of all credit cards and bank accounts. Also keep the phone numbers of these companies or banks so that they can be notified if cards are lost or stolen.

Additional Information about Safety and Security

Safety and Security Information

Caroline University considers safety and security as important issue. Although Caroline University is 100 percent distance education institution. We still provide students with tips for safety and security whether they are in the head office or outside of office. Our goals is to provide students with a safe environment in which to be aware, learn and to keep students and employees well informed about its security.

A. Office Building Security

Currently, the head office of Caroline University is in the 3660 Wilshire Building that has security guard at all times during the business hours Monday through Friday and the building has its own security on Saturday as well (213-386-8782).

B. Timely Warnings

In the event that a criminal situation arises, either on or off head office, that, in the judgement of the president and administrative staff or guard of the building, is a potential ongoing or continuing threat, a head office wide "timely warning" will be issued. The warning will be issued through the most effective and efficient means available and may include instant messaging to faculty and staff as well as e-mail notification and text message through Alerts to faculty, staff and students. If it is in the office building, announcement may also be made over the speaker of the building system.

Depending on the circumstances of the crime, especially in all situations that could pose an immediate threat to the community and individuals, the president and any member of the staff may post a notice on the Caroline University website at <http://www.carolineuniversity.org>. In such instances, a copy of the notice will be posted in common areas in the head office.

Anyone with information warranting a timely warning should report the circumstances to the university contact at 213-982-4351 or Fax 213-246-4174 or in person at the head office of Caroline University, 3660 Wilshire Blvd #320, Los Angeles, CA. 90010

C. Reporting the Annual Disclosure of Crime Statistics

If there is a crime report, the notification will be made and sent out to students, faculty and staff each year. The dean of student services will be available to address any question you may have regarding the crime report.

D. Reporting of Criminal Offenses

Caroline University encourages students and employees to accurately and promptly report all crimes on head office to the Dean of Students and to appropriate law enforcement agencies in the City of Los Angeles. If there is an immediate threat or emergency, always dial 911 first.

E. Confidential Reporting

Caroline University encourages anyone who is the victim or witness to any crime to report the incident as soon as possible. All reports that were made to the Dean of Students and the President will be investigated.

F. Access Policy

Caroline University head office is generally open to the public. During normal business hours (Monday through Friday 9:00am to 5:30pm during the semesters). The building is open to students, faculty, staff and guests. Generally, exterior doors are locked after the hours. On evenings and weekends, building requires keys to access. For contact, please call 213-386-8782.

G. Office Security Authority

Caroline University administration attempts to provide a safe, secure educational environment for all students and employees. Security guards are on duty during business hours and on weekends (213-386-8782)

F. Security Awareness Programs

Caroline University is committed to increasing awareness and prevention of discrimination, harassment, and sexual misconduct through educational programming. Workshops will be provided to all new students and employees at the time of orientation.

G. Criminal Activity Off Head Office

Caroline University does not provide security and safety support to off-head office activities on behalf of Caroline University

H. Alcoholic Beverage or Controlled Substances

The unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance or alcohol is prohibited while in head office. Any student or staff violating this policy will be subject to disciplinary action up to and including termination or expulsion and referral for prosecution.

I. Sexual Assault Prevention and Responses

If you are a victim of a sexual assault at the head office, your first priority should be to get to a place of safety. You should obtain necessary medical treatment. Caroline University strongly advocates that a victim of sexual assault reports the incident in a timely manner. Filing a police report will ensure that a victim of sexual assault receives the necessary medical treatment and tests provide the opportunity for collection of evidence helpful in prosecution, which cannot be obtained later. The victim of the sexual assault may choose for the investigation to be pursued through the criminal justice system (Central Los Angeles Emergency Hotline: 213-626-3393). Personal counseling through student services will be limited to initial crisis assessment and referral. Rape crisis and counseling options are available through a number of county agencies including: Los Angeles Women's Center: 323-526-5819

Procedures for Privacy in Distance Education Students

Student Identification Number

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Secure Login and Password

Each distance learning faculty and student enters his/her user ID and password into the Caroline University login portal. This combination of user ID and password identifies faculty and students to the system on each subsequent course visit.

- All parties accept responsibility for the security of their personal password
- Caroline University online system requires all passwords to be updated every 180 days
- Student information is individualized within Caroline University online system and protected from outside intruders
- Faculty information is protected from student views and from outside intruders

Proctored Examinations

Instructional policies or institutional expectations may require distance learning courses to implement supervised, proctored examinations. Students must identify themselves to the remote or on-campus testing place with a current picture ID card. A Caroline University ID is preferred.