IV. FACULTY POLICIES

Institutional Policy on Faculty Qualifications
Policy on Faculty Appointment & Evaluation
Policy on Faculty Development
Institutional Policy on Faculty Qualifications

Purpose: This policy is intended to establish the process for hiring at Larkin University as well as establish core qualifications potential faculty must meet in order to be eligible for faculty appointment at the University.

Policy: Larkin University is committed to a robust search and recruiting process to find the most qualified administrator, faculty and staff available. A Faculty, Administrator, or Staff Search Committee is formed by the appropriate Supervising Individual in collaboration with the Dean for positions within each of the Colleges.

Hiring Process: Members of the faculty and staff will be appointed to participate as members of a Search Committee to help identify and screen potential individuals to participate in the recruitment process. For faculty searches, there will be representation from both academic departments and at least one member of the staff. The Dean will appoint one individual to serve as the Chair for all Search Committees. Membership on each Search Committee may include individuals with administrative rank. Typically, the Search Committee will be appointed for a one-year term or until the position is filled. This Committee may conduct multiple searches simultaneously, as directed by the Dean.

Prior to convening the Search Committee, the Dean will meet with the Department Chair (for faculty hires) or the Supervising Individual (for staff and administrative hires) to discuss the dynamics of the position that is being recruited. The Department Chair/Supervising Individual will be responsible for developing or updating the Job Description and a Position Announcement for each position. The Department Chair/Supervising Individual will also be expected to provide guidance to the Search Committee, which may include suggested venues for advertising and specific attributes that they feel would be useful for consideration. Examples of these attributes might include prior academic service, an area of sub-specialty or knowledge of specific practice or research dynamics.

Once the Job Description and Position Announcement are approved by the Dean, they are posted to the LU website and appropriate job boards as well as forwarding this information to the Search Committee. The Dean will suggest a general timeline for initiating the search process and a projected start date for the selected candidate. The Search Committee will be tasked with disseminating the Job Description and Position Announcement. The Committee will then begin the screening process, conduct a review of references and coordinate all on-site interviews. Once the interview process concludes, the Committee will meet to rate the candidates and provide written feedback to the Department Chair or Supervising Individual. The Department Chair or Supervising Individual will then provide their own assessment of the candidates and forward their assessment and the Committee’s
assessment to the Dean. The Dean will consider this information and begin the process of final negotiations with the preferred candidates. The Dean will consult with the president/CEO & CFO for final negotiations. Once a candidate has accepted an offer of employment, the Search Committee will be notified, and if appropriate the Committee's service will conclude. At this point, Human Resources will work directly with the candidate. The Employee Handbook also contains information for guidance in this process.

**Faculty Qualifications:** At Larkin University candidates for faculty positions must meet the following criteria to be eligible for a faculty appointment at the time of hire.

**Criteria for Full-time and Part-time Faculty**
- Appropriate academic training and degrees in preparation for professional competency in teaching within the discipline(s) to be assigned.
- Actual or potential effectiveness in teaching as demonstrated through prior experience and professional references.
- Commitment to continual professional development and maintenance of effective teaching skills.
- Commitment to College committee service.
- Commitment and ability to maintain positive professional relationships with colleagues.
- Commitment to the interests and concerns of students.
- Commitment to serving the stated mission and purpose of Larkin University.
- Commitment to scholarly activity and research.

**Adjunct Clinical Faculty**
Adjunct clinical faculty are faculty whose primary professional responsibilities lie outside of any employment and obligations to Larkin University. Their service to LU may be through contract or volunteer service. Adjunct clinical faculty are not eligible for benefits accorded full-time faculty. Adjunct clinical faculty are selected based on the college's need to secure the number of required core and elective rotation for its students.

**Implementation:** May 1, 2019

**Maintenance and Review of the Policy:** It is the responsibility of the Dean of each respective college working in collaboration with Human Resources to ensure the mandatory implementation and monitoring of this policy. Any appointments outside of these parameters must have the approval of the CEO. This policy will be reviewed every four years for its effectiveness. All administrative policies of Larkin University can be accessed electronically at ularkin.org or can be obtained from the Human Resources Department.

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Policy on Faculty Appointment & Evaluation

Purpose: The role of the faculty is a critical component of the operation of Larkin University. This policy is to provide clear understanding of the process to establish the initial faculty rank of incoming faculty candidates as well as the process of how faculty are evaluated for continued employment with the institution.

Policy: The overall objective of faculty and staff evaluation & development is to provide an environment with resources and support conducive to innovation, entrepreneurial and academic excellence. Larkin University aims to encourage personal growth intellectually and professionally for all members of the faculty and staff. In order to achieve this goal, the University has adopted a two-pronged strategy that considers both programmatic as well as individual approaches. Additional information is also available in the Employee Handbook.

Faculty Appointment: The initial appointment and rank of faculty at Larkin University is determined by the Dean of the respective college following a review of credentials and criteria for faculty rank. The President/CEO must approve the initial appointment and faculty rank of all incoming faculty members. Larkin University is not a tenure-granting institution and uses one-two or five year contracts. However, the Dean with the approval of the President/CEO can approve multi-year contracts.

Criteria for Faculty Ranks

The following constitutes considerations in the assignment of faculty rank for full-time positions:

Instructor
- Master’s degree in appropriate discipline.
- Evidence of potential for scholarly/other creative professional achievement.
- Related experience relevant to the discipline and contributing to the educational function of the College.

Assistant Professor
- Doctoral degree in appropriate discipline or the master’s degree in the appropriate area where it is the terminal degree.
- Clinical Faculty must have appropriate Certification in area of specialization.
- Evidence of successful classroom teaching or related experience.
- Evidence of continuous professional development apart from classroom teaching (e.g. active membership in professional organizations, participation in professional meetings, seminars, workshops, and scholarly research/other creative professional activity).
• Acceptance and effective fulfillment of faculty committee responsibilities.
• Related experience relevant to the discipline and contributing to the educational function of the College.

**Associate Professor**
• Doctoral degree in appropriate discipline or the master’s degree in the appropriate area where it is the terminal degree.
• Clinical Faculty must have appropriate Certification in area of specialization.
• Minimum of six (6) years full-time equivalency at doctoral level allied health college, extensive experience in research or scholarly activity at a nationally recognized facility, or twelve (12) years’ experience as a full-time faculty member in a graduate education program.
• Evidence of successful classroom teaching or related experience.
• Evidence of continuous professional development apart from classroom teaching (e.g., active membership in professional organizations, participation in professional meetings, seminars, and workshops, and scholarly research/other equivalent creative professional activity).
• Acceptance and effective fulfillment of faculty committee responsibilities.
• Evidence of significant grant development, publications, scholarly research/other creative professional achievements.
• Related experience relevant to the discipline and contributing to the educational function of the College.

**Professor**
• Doctoral degree in appropriate discipline or the master’s degree in the appropriate area where it is the terminal degree.
• Clinical Faculty must have appropriate Certification in area of specialization.
• Minimum twelve (12) years full-time equivalency at a doctoral level allied health college, or eighteen (18) years’ experience as a full-time faculty member in a graduate education program.
• Evidence of contribution at the national/international level to the field of his or her specialization
• Evidence of successful classroom teaching or related experience.
• Evidence of continuous professional development apart from classroom teaching (e.g. active membership in professional organizations; participation in professional meetings, seminars, and workshops, and scholarly research/other creative professional activity, etc.).
• Acceptance and effective fulfillment of faculty committee responsibilities.
• Evidence of significant grant development, publications, scholarly research/other creative professional achievements.
• Related experience relevant to the discipline and contributing to the educational function of the College.

**Part-Time Faculty Status**
Part-time faculty members must meet the same levels of academic preparation as full-time faculty members. Exceptions may be made in cases where justifiable, documented,
professional expertise is accepted in lieu of academic preparation. In cases where such exception is made; however, the academic preparation of the faculty must be no less than the degree level at which he or she is teaching.

**Faculty Evaluation:** At the beginning of each year, a faculty member will submit an Annual Faculty Development Plan and Summary for the upcoming year to the Department Chair. An individual plan will be developed between the faculty member and his/her Department Chair. Key components of the faculty development plan include goals (with measurable outcomes) related to teaching, scholarship, and service which align with the mission, vision and core values of LU. Department Chairs will meet with each individual faculty member mid-year to evaluate progress and determine if any needs or support is required by the faculty member. This will be documented with the Mid-Year Check-Point document.

As part of the annual evaluation, faculty will complete and submit an Annual Report with a self-assessment of achievement of the goals from the previous year. A one-on-one meeting will occur with the faculty and Department Chair to discuss what goals are achieved and not achieved and work collaboratively toward improvement, as deemed necessary. Additionally, faculty will submit an annual development plan indicating goals for the upcoming year related to teaching, scholarship and service.

The annual evaluation process will provide faculty with guidance and documentation on their progress towards advancement, such as extended contract/promotion. Additionally, each faculty member will be encouraged to seek internal and external mentors to support and facilitate academic success and growth.

The University will provide necessary support for various faculty development programs/activities to facilitate academic excellence and growth of individual faculty. Such support includes seminars and workshops on campus, faculty development funds to support travel to a professional meeting, and competitive intramural funding to support pilot projects. Each faculty member will receive a stipend each year as available for faculty development.

**Re-Appointment of Faculty:** Following the annual faculty evaluation, the Department Chair or Associate Dean will make a recommendation to the Dean of College for appointment for an additional contract. The Dean will confer with the CFO and CEO regarding continued employment for the following year.

**Non-Reappointment of Faculty:** The College is not required or obliged to continue the employment of any faculty member beyond the appointment period. A decision not to offer an appointment proposal to follow the current appointment period constitutes non-reappointment, and written notification of such decision is to be given 90 days prior to the expiration of the current appointment period. ("Non-reappointment" is not to be confused with "dismissal.")
Implementation: May 1, 2019

Maintenance and Review of the Policy: The Dean of each college and designees in collaboration with Human Resources is responsible for the implementation and monitoring of this mandatory policy. They should ensure that initial faculty appointments are completed during the hiring time frame, in addition to oversight of the mid-year and annual evaluation of faculty. The coordination of these documents with the university budget and the issuance of employment contracts makes timing of the effectiveness of this process essential. This policy will be reviewed every two years for its effectiveness. All administrative policies of Larkin University can be accessed electronically at ularkin.org or can be obtained from the Human Resources Department.
Policy on Faculty Development

Purpose: As a commitment to the growth and development of faculty, Larkin University will provide faculty development opportunities to assist in the development of teaching skills as well as promote scholarly work through presentations and conferences. This policy provides clarification in defining faculty development activities. Additional reference material can also be found in the Employee Handbook.

Policy: Faculty will be afforded ongoing faculty development opportunities throughout the academic year in various areas including, but not limited to, development of personal teaching philosophy, course objectives, teaching materials (PowerPoint slides, handouts), instructional approaches (including active learning strategies and techniques), assessment methodologies (including test question writing skills), academic advising, grant writing, manuscript development, practice opportunities and other important topics that will prepare faculty to function and grow as an academician.

The University will provide necessary support for various faculty development programs/activities to facilitate academic excellence and growth of individual faculty. Such support includes seminars and workshops on campus, faculty development funds to support travel to a professional meeting, and competitive intramural funding to support pilot projects. Each faculty member, with approval, will have a stipend each year for faculty development. The amount is subject to change. It is the responsibility of each faculty member to identify faculty development opportunities and seek approval from the Department Chair/Associate Dean to participate.

Implementation: May 1, 2019

Maintenance and Review of the Policy: It is the responsibility of the Dean of each college working in collaboration with the CFO to ensure the implementation and monitoring of this policy for its effectiveness. This policy will be reviewed every three years for its effectiveness. All administrative policies of Larkin University can be accessed electronically at ularkin.org or can be obtained from the Human Resources Department.

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