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Revised: July 2021
IV. FACULTY POLICIES

Institutional Policy on Faculty Qualifications
Policy on Emergency Preparedness in the College of Biomedical Sciences
Policy on Faculty Appointment & Evaluation
Policy on Faculty Development
Larkin University
18301 N. Miami Ave.
Miami, FL 33169

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.

**Document History**
- Date adopted by Board of Trustees: 4/2019
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- Date reviewed: 7/21
- Next scheduled review date: 
Policy on Emergency Preparedness in the College of Biomedical Sciences

PURPOSE

It is the expectation that at some point in time, Larkin University COBS located in Miami, Florida will be faced with either a natural disaster or emergency which will impede the full operation of our facility or cause a disruption in our educational programs. We are located in an area which is subject to the potential of hurricanes, but other disasters or emergencies may also occur. The purpose of this policy is to assist students, faculty, staff and administration to better function should a disruption occur and to provide guidance regarding the impact a disaster might have on them personally as well as on their educational program. In the event that the President/CEO declares a campus state of emergency Larkin University has several comprehensive emergency policies in place, which are located at the following website: https://ularkin.policystat.com for your review.

SCOPE

This mandatory policy applies to all faculty, staff, and administration in the College of Biomedical Sciences.

DEFINITIONS

Emergency or Natural Disaster; Any situation which impacts the ability of Larkin University to carry out its normal business or educational activities and programs. This applies to either natural or man made disaster or crises situation which prohibits the natural course of operations.

POLICY

Larkin University has several comprehensive emergency policies in place, which are located at the following website: https://ularkin.policystat.com for your review. The details in the following policy applies to students, staff, faculty and administration of the COBS and will in addition to the University policies provide guidance on handling an emergency situation in the College should it occur. Every effort will be made to be available to address any issue or concern which may arise.

Communication During an Emergency: One of the most important issues during an emergency is the ability
to communicate amongst each other and with all members of Larkin University. Each employee in the COBS, is requested to:

A. Provide the Dean with a cell phone that gives the highest chance you can be reached at.

B. Check and respond to email communication daily, your Larkin email will be the primary means of communication.

C. Office phones of all employees should be forwarded to either the employee's cell phone or another landline at which the employee can be reached during business hours... The IT department can assist if needed, contact Dr. Jorge Machado.

D. The Biomedicaladmissions phone line should be forwarded to the COBS admission staff and the Dean.

E. The group email for our students is "BioYEAR", for example, Bio2020. This is the best way to communicate with students as they are all on the group email list. Using the group email assures, no student is inadvertently left off a communication.

**Educational Program:**

A. It is the intent of the COBS to continue to provide all educational programs and all courses should an emergency situation arise. If the physical classroom is not a viable option, and the College is requested to transition to virtual instruction, the “Go To Meeting” platform, Microsoft Teams or other reliable electronic platforms will be utilized. The decision which platform to use is made by the Dean after consultation with licensing and accreditation authorities to ensure integrity of the programs. In case of remote delivery, faculty will send an invitation to students using the group email, to invite all of them to join your live session at the date and time indicated in your syllabus. Students will need to click on the link provided in the email or follow other login instructions provided, which will automatically take them into the class session. Students should have the camera working. Everyone will be able to see each other, talk with each other, see the faculty powerpoint and ask questions live or through a "chat button". All sessions will be recorded during an emergency, in the event they are needed at a later time.

**Attendance:** In the COBS, attendance is required. Should an emergency occur, attendance will continue to be required, however it may not be physically in the classroom. Students will be expected to join face to face instruction using technology platforms, or join by audio and video in a class or instructional sessions scheduled in the course syllabus.

**Research:** As an emergency or disaster emerges, research activities on the Larkin University campus may be impacted. This could mean they are delayed, slowed or closed for a period of time. Communication between the PI's and CEO will be crucial, as university priorities may shift due to the circumstances. Every effort will be made to ensure the operation of equipment, research specimens, etc. It may be necessary for the PI to relocate or postpone research activities. Refer to the protocols and policies to familiarize yourself with available options, including flexibility of submissions, reports, etc. The inability to complete research activities due to an emergency situation will be considered in the submission of faculty appointment, evaluation or promotion.
Clinical Shadowing: In the event of an emergency or natural disaster a COBS student is not expected to attend clinical shadowing experiences. Please notify the physician in advance, that you will not be participating during this time. If you are a healthcare provider, you are not required to assist as a student, however, you may opt to assist at a facility through coordination with your physician supervisor.

Presentations: If a student is scheduled to do a case study or presentation (individual or group) for an assignment in a course, these can be done through the utilized online platform. Please notify the instructor, so they can send an "invitation" to other members of the class, so they are able to join and view your presentation.

A. Examinations over course content will continue in your courses based upon the current syllabus. If essential, faculty may modify the schedule with the consultation of the faculty and Dean so as not to unduly burden the student. Examinations will be administered through the electronic testing platform “ExamSoft” to ensure the integrity and fairness of the exam for all members of the program, college and university. An exam link is sent to students in advance, which must be downloaded prior to the start of the exam. The examination will begin with an access code provided only at the time of the exam. During the specific testing period, all other functions on your computer are frozen. Students and Faculty will have the opportunity to learn and become familiar with this testing platform, if they have not had prior experience using it for exams in the past.

Grading: Faculty members should continue to enter attendance, participation, presentation, exam scores, etc. into their respective courses through Canvas, the education learning management system used by the COBS. As your course continues operation, please be vigilant to enter this data and keep it updated. This will avoid excessive concern by students about their status in your course, as well as eliminate the potential of missing documents which may not be retrievable after the emergency resolves.

Final Grades: The completion of a semester may occur during an emergency or disaster period. Faculty members should calculate the final grade of each student in their specific class and forward a list to the Dean. Circumstances may prevent a student from completion of course requirements. For those students, a grade of "I" should be noted as the final grade. The Dean will compile a comprehensive final grade list for all students in the COBS educational programs, sign it and forward it to the Registrar for entry into the CampusNexus system and ultimately onto the transcript of the student.

Roles

Administration: In an emergency situation, all senior administration of the COBS are to be available for consultation and decision making through whatever means possible. The administration is responsible to maintain communication with students, faculty and staff in all matters pertinent to them. During an emergency, an administrator in consultation with their supervisor may be able to continue to work on site, flex hours or work remotely.
A. Members of the staff are expected to maintain their work responsibility during an emergency situation. Staff should forward their office phone to their personal cell phone. Staff is expected to communicate directly with their immediate supervisor. Staff should be available for consultation with their supervisor and other members of the COBS. Larkin University staff should utilize their assigned Larkin University computer to complete work assignments. During an emergency, a staff member in consultation with their supervisor may be able to continue to work on site, flex their work hours or work remotely. Documentation of completion of work assignments must be submitted regularly to the supervisor. In the event a staff member is unable to complete regular work assignments, the supervisor in consultation with the staff may assign other work or responsibilities for them to maintain employment. If an arrangement cannot be made, it may be necessary to utilize vacation time or take an unpaid leave of absence from their work responsibilities.

A. Members of the faculty are required to maintain their responsibility to leading their assigned courses and university responsibilities. This includes lectures, case studies, exams, reviews, student advising, committee responsibilities, etc. If the facility is not available, the faculty will be expected to transition to virtual learning and assessment. Faculty will be expected to forward their office phone to their personal cell phone. Faculty will utilize their assigned Larkin University computer. If you do not have one, contact Dr. Jorge Machado and one will be issued to you. Faculty must be familiar with Canvas, (the Larkin University learning management system), Go To Meeting, (the COBS virtual learning and meeting software) and ExamSoft (the COBS assessment software). During an emergency, a faculty member in consultation with their supervisor may be able to continue work on site, flex their hours or work remotely. Documentation of their work effort should be provided to their immediate supervisor. If the faculty member is unable to complete their work responsibilities, they may utilize vacation time or take an unpaid leave of absence from their work responsibilities.

A. During an emergency or natural disaster, the safety and well-being of our students will be the first priority. Every effort will be made to accommodate their needs during an emergency period which may impact our facility or disrupt their educational program. Students will be expected to utilize their Larkin email to maintain communication with the university administration, faculty, staff and colleagues. We will be available to maintain services and communicate with you directly via email. The COBS group email will be used for communication regarding all courses, exams etc. pertinent to your scheduled classes and current syllabus.

A. The event the Larkin facility is not available, the COBS will transition to face to face learning through a virtual platform. We will continue to use Canvas for all assignment, quizzes, and submission of work. The “Go To Meeting” software will be used for all course instruction, group presentations, case discussions, etc. You will receive an invitation to attend the session through the group email. When it is time for class, merely click on the link and you join the class live. You will be able to see and hear your faculty, your classmates and the power point presentation being used. Examinations will be given using the “ExamSoft” assessment platform. Students will receive an exam link in advance of the test, which must be downloaded in advance onto your computer. At the time of the exam start, an exam code will be provided which gives you access to the test. During the exam, all other products on your computer will be frozen. Once the exam is completed and submitted, the operation of your computer will resume as normal. It is the responsibility of the students to have downloaded these computer programs and be familiar with
them. If an emergency occurs, and you are not comfortable using the software, contact a faculty member or administrator to provide you with instruction and practice prior to any activity. We want you to be successful, but you must reach out if there is something you need help with so we can respond. Not only does this include software programs, but tutoring, study groups, etc. Emergencies are challenging for all us, but you are part of the Larkin Family and we take care of each other.

RESPONSIBILITIES

A. is a Larkin University College of Biomedical Sciences mandatory policy to be adhered to by all employees within the COBS. It will be implemented upon declaration of a campus state of emergency by the CEO/President of Larkin University and notification that an emergency or natural disaster has occurred which has caused disruption of the educational program or facility operation. The Dean of the College in collaboration with the CEO will be responsible for notification of the emergency condition and full implementation and monitoring for policy compliance throughout the duration of the emergency and/or until the educational activities are returned back to the prior status.

FORMS

No additional form required

RELATED INFORMATION

Implementation Date: March, 2020

PROCEDURE

All administrative policies of Larkin University can be accessed electronically at ularkin.org or can be obtained from the Human Resources Department. Larkin University also utilizes Policy Stat for review and management of all policies. This can be accessed at: https://ularkin.policystat.com and then entering your user identification code. This policy will be reviewed every year for its effectiveness.

Attachments

No Attachments

Approval Signatures

Approver       Date
Marti Echols: Dean  03/2020
Applicability

Larkin University, My Larkin University
Larkin University
18301 N. Miami Ave.
Miami, FL 33169

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.

Document History
Date adopted by Board of Trustees: 4/19
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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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