VALLEY VIEW UNIVERSITY

EMPLOYEE HANDBOOK : 2013–2018

"Therefore, my dear brothers and sisters, stand firm. Let nothing move you. Always give yourselves fully to the work of the Lord, because you know that your labor in the Lord is not in vain".
1 Corinthians 15:58 *(NIV)*

Message from the Vice Chancellor

Welcome to the Valley View University (VVU) family. I congratulate you for choosing VVU as your place of ministry. I am sure you had several employment options, but the joy of working in a Christian environment and the desire to help mould the lives of our students for better service to God and humanity motivated you to choose VVU over the other options available to you.

This third edition of the Faculty & Staff Handbook comes to you with some major changes. Various faculty sub-committees worked on this handbook taking advantage of guidelines from sister Seventh-day Adventist institutions of higher education. The result is this expanded and re-organized edition which seeks to provide adequate information that will facilitate your service here at VVU. We also believe this handbook will enhance your understanding of how VVU functions as a Seventh-day Adventist institution. In addition, the handbook provides personnel policies, procedures, and regulations that seek to provide a congenial working environment for service here at VVU.

This handbook may be reviewed every five years. Faculty as well as staff may recommend reviews and additions through existing channels of communication on campus. The appropriate sub-committees and the faculty council will consider such recommendations before passing them on to the University Council for approval.

Considering the importance of this handbook to your ministry here at VVU, I strongly recommend that you spend some time in studying it carefully. It will provide answers to your questions and also facilitate your integration into the University family.

Thank you once more for choosing VVU as your place of service. I hope you will exert positive Christian influence on all members of our university family as you seek ways of "passing on a passion for excellence, integrity and service" in your ministry here at Valley View University.

May the Lord richly bless you.

Prof. Dr. Dr. Daniel Buor, Vice Chancellor,
Valley View University.

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Glossary

Assistant Lecturer

This is the entry point rank for a faculty with masters degree with a research component without any relevant post qualification experience.

Assistant Research Fellow

This is the entry point rank for a faculty with masters degree with a research component and without any relevant post qualification experience.

Associate Professor

Faculty members to be promoted to this rank should have served for a minimum period of five years in the position of Senior Lecturer with a minimum of six published peer reviewed papers after promotion to Senior Lecturer.

CCIE

refers to Cisco Certified Internetworking Expert.

CCNA

refers to Cisco Certified Network Associate.

CCNP

refers to Cisco Certified Network Professional.

CCVP

refers to Cisco Certified Voice Professional.

Contract Lecturer

refers to a lecturer who is employed full-time to work for 8 hours a day or 40 hours in a week and is a person in continuous employment for a

fixed time period and shall not hold any position in another institution or organization.

CWNA

refers to Certified Wireless Network Administrator.

CWNP

refers to Certified Wireless Network Professional.

Junior Staff

refers to a non-teaching employee of the University of a rank not higher than that of an administrative assistant or its equivalent.

Lecturer

This is the entry point for holders of PhD or its equivalent to join as faculty or a faculty who must have served as an Assistant Lecturer/Assistant Research Fellow for at least two years.

MCAD

refers to Microsoft Certified Applications Developer.

MCDBA

refers to Microsoft Certified Database Administrator.

MCPD

refers to Microsoft Certified Professional Developer.

MCSD

refers to Microsoft Certified Solutions Developer.

MCSE

refers to Microsoft Certified Systems Engineer.

MPhil

Means Master of Philosophy.

Part-time Lecturer

refers to a lecturer who is employed less than full-time and serve for a short period of time or until the completion of a specific academic task and is on non-continuous appointment and may hold position in another institution or organization.

Professor

> Faculty members to be promoted to this rank should have served for a minimum period of five years in the position of Associate Professor with at least eight published peer reviewed papers.

Research Fellow

> This is the entry point for holders of PhD or its equivalent to join as faculty or a faculty who must have served as an Assistant Research Fellow for at least two years.

Senior Lecturer

> Faculty members to be promoted to this rank should have served for a minimum of four years in the position of Lecturer with at least four published peer reviewed papers.

Senior Member

> refers to an employee of the University who is a member of academic or professional or administrative staff who by appointment becomes a member of convocation and these employees could be categorized into Teaching and Non Teaching.

Senior Research Fellow

> Employees to be promoted to this rank should have served for a minimum period of four years in the position of Research Fellow with at least four published peer reviewed papers.

Senior Staff

> refers to a non-teaching employee of the University of a rank higher than that of an administrative assistant or its equivalent.

Tenured Lecturer

> refers to a faculty member appointed by the University on full-time or tenured basis to work for 8 hours a day or 40 hours in a week and is a person in continuous full-time appointment and shall not hold any position in another institution or organization.

Chapter 1

About Valley View University

1.1 Our History

Valley View University (VVU) was established in 1979 by the West African Union Mission of Seventh-day Adventists (now Ghana Union Conference). In 1997, it was absorbed into the Adventist University system operated by the West-Central Africa Division (WAD) of the Seventh-day Adventist Church with headquarters in Abidjan, Cote d'Ivoire. The Ghana Union Conference of Seventh-day Adventists serves as the local manager of the University.

The University was initially called the Adventist Missionary College and was located at Bekwai-Ashanti. It was transferred to Adentan near Accra in 1983 where it operated in rented facilities until it was relocated to its present site near Oyibi (Mile 19 on the Accra-Dodowa Road). In 1989 it was renamed Valley View College.

The Adventist Accrediting Association (AAA) has, since 1983, been evaluating and reviewing the accreditation status of the institution. In 1995, the University was affiliated to Griggs University in Silver Springs, Maryland, USA. This allowed the university to offer four year bachelors degrees in Theology and Religious Studies. The National Accreditation Board (Ghana) granted accreditation in 1995 thus allowing the institution to operate as a University College. In the year 2006, the government of Ghana granted a charter allowing the University to award her own degrees. Thus, the institution became the first private university in Ghana to be granted national accreditation.

The University serves students from all over the world. It admits qualified students regardless of their religious background, provided such students accept the Christian principles and lifestyle which form the basis for the Univer-

sity's educational philosophy and life.

1.2   Our Seventh-day Adventist Heritage

Seventh-day Adventists see in the gospel commission and the example of the Lord and His disciples the responsibility of followers of Christ to serve the whole person. In their world outreach, they have therefore followed the pattern of their beginnings in the development of educational, health-care, publishing and other institutions.

In Seventh-day Adventist theology and philosophy of church operations, such institutions have, from their inception, been integral parts of the church hence, direct instruments in the carrying out of its divine commission. Therefore, the Seventh-day Adventist Church makes use of its denominationally owned and operated institutions, publishing houses, health food industries and educational institutions as integral parts to fulfil health, literature, and teaching ministries; therefore, they are indispensable to and inseparable from the total ministry of the church in carrying the gospel to all the world.

Since Valley View University is owned, financed, and operated by the Seventh-day Adventist Church, the University operates as part of the Church's holistic ministry to society.

1.3   Our Vision

"To be a center of excellence for Christian education".

1.4   Our Mission

Valley View University, a Seventh-Day Adventist institution, emphasizes spiritual, academic, vocational, and technological excellence for service to God and humanity.

1.5   Our Core Values

Valley View University seeks to pass on a passion for Excellence, Integrity, and Service as shown in Figure 1.1.

- **Excellence** - The commitment to attain higher standards and expectations

Figure 1.1: Valley View University Core Values

- **Integrity** - A life that matches convictions with actions. Integrity encompasses honesty, authenticity and trustworthiness

- **Service** - The willingness to serve God and humanity in a selfless manner.

1.6 Our Educational Philosophy

Valley View University is committed to the spiritual, intellectual, physical and psychosocial development of capable youths and adults who seek both practical and intellectual preparation for a life of service to their communities.

The Christian writer, Ellen G. White, counseled that:

Instead of educated weaklings, institutions of learning may send forth men strong to think and to act, men who are masters and not slaves of circumstances, men who possess a breadth of mind, clearness of thought, and the courage of their convictions.

Following this counsel, VVU seeks to inculcate in every student a sense of integrity, initiative, perseverance, adaptability, and trust in God.

The educational philosophy of VVU embraces the principle that no period of life exempts a person from sharing responsibility for personal upkeep or committing oneself to the service of others. Useful work and community service (outreach) are integral elements of the educational programme of VVU.

For this reason, VVU seeks to expand the graduate's options for employment and also provide opportunities for the student to develop diverse vocational skills, which can help him/her, become self-employed.

Furthermore, VVU does not measure a graduate's success in terms of material gain only, but also in terms of one's capacity to find meaningful avenues for service.

1.7   Our Educational Goals

In accordance with its mission, VVU seeks to:

a) develop in students the ability to think critically and to develop the highest levels of human values and aesthetic taste;

b) encourage students to appreciate the dignity of labour;

c) encourage students to dedicate their lives to leadership and selfless service to God and humanity; and

d) provide students with an environment that:

    i) allows and encourages integration of spiritual, intellectual, emotional, and physical growth;

    ii) develops in each student:

- a clear understanding of self;
- a mature appreciation of life, society, and the African culture;
- a thorough appreciation of his/her cultural heritage;
- the skills of independent thought, decision making, and value judgments;
- the vocational skills sufficient to make life more meaningful;
- human relations skills necessary for fulfilled family, satisfactory employer-employee relationships and effective community involvement;

    iii) demands of each graduate:

- an understanding of the arts and sciences in the tradition of liberal education;
- a refinement in language, morals and deportment;.
- the skills and attitudes required of independent scholarship and life-long learning; and
- the mastery of professional skills in at least one academic discipline to the extent that he/she can earn a living and serve his/her country effectively.

1.8 Our Graduates

The following learning objectives, described in terms of the desired characteristics of VVU graduates, are used, in part, to guide in the development of programmes and courses:

a) **Spiritual Maturity:** Students should have a growing relationship with the Lord, nurtured through Bible study, personal devotion, commitment to witnessing, and selfless service to humanity.

b) **Love of Learning:** Students should have a strong desire to learn for the sake of learning. Their desire should be reinforced both by their formal studies and by their general University experience, and it should be durable enough to remain with them for life.

c) **Depth of Understanding:** They should have mastered material in at least one discipline in considerable depth, approaching the frontier of knowledge as closely as the nature and the circumstances of the disciplines allow. They should understand the basic foundations of their information.

d) **Independence of Thought:** Graduates should be able to think clearly and critically for themselves, but not simply follow the direction of others. Although responsible inquiry requires respect for established authority, it also requires an ability to critique and to create, in the event that established positions are defective.

e) **Sense of Historical Development:** They should be aware that even well-entrenched ideas are subject to change; indeed that much of human thought has undergone significant transformation over the centuries. They should, therefore, understand the history of their own discipline and how, in broad terms, it relates to the history of other disciplines.

f) **Breadth of Understanding:** They should be able to take broad perspective on the materials that occupy the centre of their attention. They should understand how the basic ideas and approaches in their own discipline relate to similar elements in other disciplines, especially in disciplines that differ strikingly from their own. Science students should understand the main forms of inquiry characteristic of the arts, and arts students should have a similar understanding of science and technology.

g) **Global Understanding:** They should appreciate both the national and the international dimensions of their disciplines and be prepared to apply

their knowledge in ways that promote national dignity and global harmony. They should have an understanding of the natural and social environment that extends well beyond national borders.

h) Moral Maturity: They should be able to make sound moral judgments, identify moral questions, weigh competing considerations in complex situations, assess criticisms, and determine when an inquiry is sufficiently advanced to warrant drawing a conclusion. They should have the strength of character to do what they judge right, regardless of social pressure or personal interest.

i) Aesthetic Sensibility: They should have a critical appreciation of the fine and performing arts, in a way that enables them to appreciate human civilization. They should also be able to extend their appreciation of the forms of human creativity to an appreciation of the value of the natural environment.

j) Literacy: They should be highly literate, possessing an ability to locate, and to read with full comprehension, the most demanding material, whether in a book, on a computer or any form of literature. They should be able to develop a position orally and present it effectively in writing. Their writing skills should include not only the ability to write correctly, but also the ability to advance a reader's understanding in a style that is as pleasant as it is rigorous.

k) Numeracy: They should understand the nature of mathematical forms of inquiry, at a level that will overcome any feeling of alienation from a technological society and that will enable them to appreciate the significance of numerical and statistical data. Besides, they must have ample knowledge of the fundamentals and functional operations of ICT.

1.9   Strategic Goals

During this quinquennium (2011-2015), in order to realize its mission and vision, Valley View University has specified thirteen strategic goals and these are listed below (For details, refer to the Strategic Plan: 2011-2015 document):

Goal 1: Teaching and Learning - *Excellence in teaching and learning in market-oriented programs backed by effective academic support*

Success will be measured by: Teaching and learning performance, Number of new programs introduced, Increase in enrollment and Tracer studies.

Goal 2. Faith & Values - *A caring University community pursuing Christlikeness in relationships and lifestyle; integrating faith, learning and service while reaching out to its community.*

Success will be measured by: Spiritual growth, Community Service, Christian witnessing and commitment through baptisms and Practical demonstration of Christian virtues.

Goal 3. Student Success - *Enhanced university experience that gives all students the opportunity and skills to learn, develop, and serve.*

Success will be measured by: Increase in enrollment, Student perception, Student outcomes through tracer studies and Employer satisfaction with VVU graduates.

Goal 4. Research & Publications - *Excellence and innovation in research that meet the needs of our communities.*

Success will be measured by: The number of publications per year and Externally funded research grants obtained by VVU faculty.

Goal 5. Community Engagement - *Creative and productive engagement with our various communities.*

Success will be measured by: Positive community perception and recognition and Community-based activities involving the university.

Goal 6. Human Resource Management - *Skilled, informed, dedicated, and customer-centered faculty and staff who respond creatively to challenges and opportunities to serve.*

Success will be measured by: Staff perception and capability and Employee satisfaction.

Goal 7. Institutional Governance - *Active University Council providing leadership in policy formulation, planning, fund-raising, sustainability, and exercising oversight of University administration and operations through its sub-committees.*

Success will be measured by: University Council's impact assessment, Faculty and staff awareness of policies enacted by the University Council, Council sub-committees' involvement in university programs and interaction with campus community and Funds donated/raised by Council members.

Goal 8. Campus Security and Safety - *Enhanced security and safety of property and life on campus.*

Success will be measured by: Reduced incidence of crime on campus, Increased security consciousness of members of the university community, Timely response to reported cases of security infringement, Active participation of campus community in monitoring and reporting security-related issues.

Goal 9. Image, Marketing and Communication - *Positive public image achieved through effective marketing as well as internal and external communication.*

Success will be measured by: Increase in enrollment, Positive public perception of the university, Frequency of positive media coverage of VVU, Positive assessment of VVU website and Satisfaction with internal communication.

Goal 10. Advancement - *External resource mobilization to support university operations and active involvement of VVU alumni.*

Success will be measured by: Level of external funding raised and Extent of alumni involvement in university activities.

Goal 11. Information Technology- *Adequate, modern and well-equipped Information Technology facilities that support teaching, learning, administration and other operations of the university.*

Success will be measured by: User perceptions of IT services, Integration of IT in teaching & learning and e-campus management.

Goal 12. Physical Facilities - *Well-built, adequate, and well-maintained physical facilities on an environmentally sustainable campus.*

Success will be measured by: User satisfaction with physical facilities, Perception of visitors to the campuses and Environmental impact assessment.

Goal 13. Income Generation & Financial Management - *Productive, judicious and accountable use of financial and other capital resources supported by diversified sources of income.*

Success will be measured by: Financial performance as shown by financial indicators, Resource utilization, Level of non-tuition income and Level of income from income generating units.

1.10 Accreditation

1. **Charter :** Valley View University was granted a Presidential Charter by His Excellency J. A. Kufuor, President of the Republic of Ghana in 2006. This makes Valley View University the first Chartered Private University in Ghana. A Chartered institution implies one that has been granted certain rights and privileges by the President or the Legislature of a country to operate as an autonomous degree granting institution. The status is granted after a careful scrutiny of the institution's statutes, examination procedures, quality assurance standards, etc.

2. **AAA :** Valley View University is accredited by the Accrediting Association of Adventist Schools, Colleges and Universities. VVU is therefore

a member of a network of 120 colleges and universities operated by the Seventh-day Adventist Church world-wide.

3. NAB : The University is accredited by the National Accreditation Board (Ghana).

Chapter 2

University Structure and Governance

2.1   Organization Structure

There are two distinctive organizational functions that can be identified at Valley View University, namely, governance and administration.

a) **Governance :**   The term governance is used in reference to the specific organizational function and power to establish the university, to give legitimacy to its continued existence and to empower administrative oversight so that the university remains true to the purpose and conditions for which it was created.

b) **Administration :**   The term administration, on the other hand, is used in reference to leadership, management, and structural provisions that have been put in place for the day-to-day execution of the functions of the university.

2.2   VVU Organizational Charts

The details of the organizational structure of the University are provided in Figures 2.1 and 2.2. Figure 2.1 shows the University's governance structure while Figure 2.2 shows the organizational chart of the University.

VALLEY VIEW UNIVERSITY GOVERNANCE
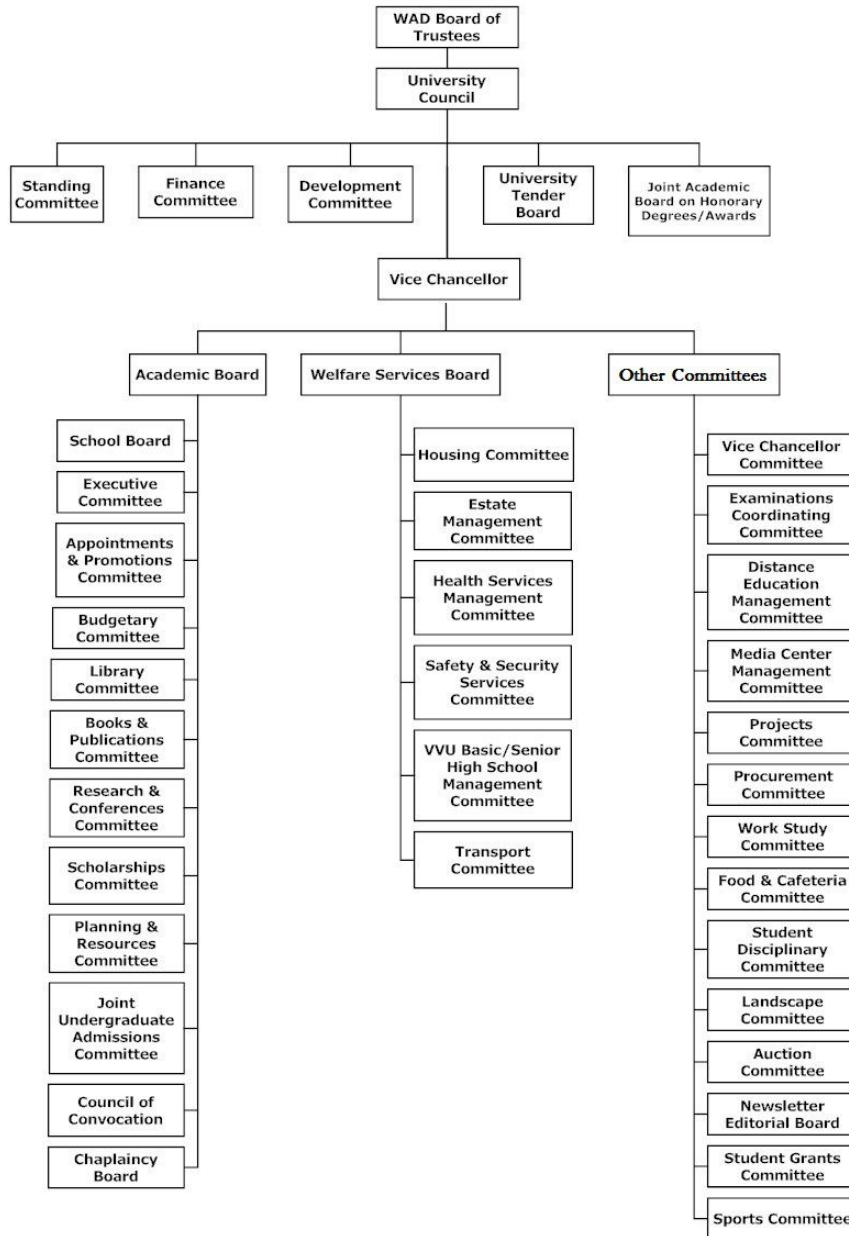
Figure 2.1: VVU Governance Chart

VALLEY VIEW UNIVERSITY

Administration

Organization Chart
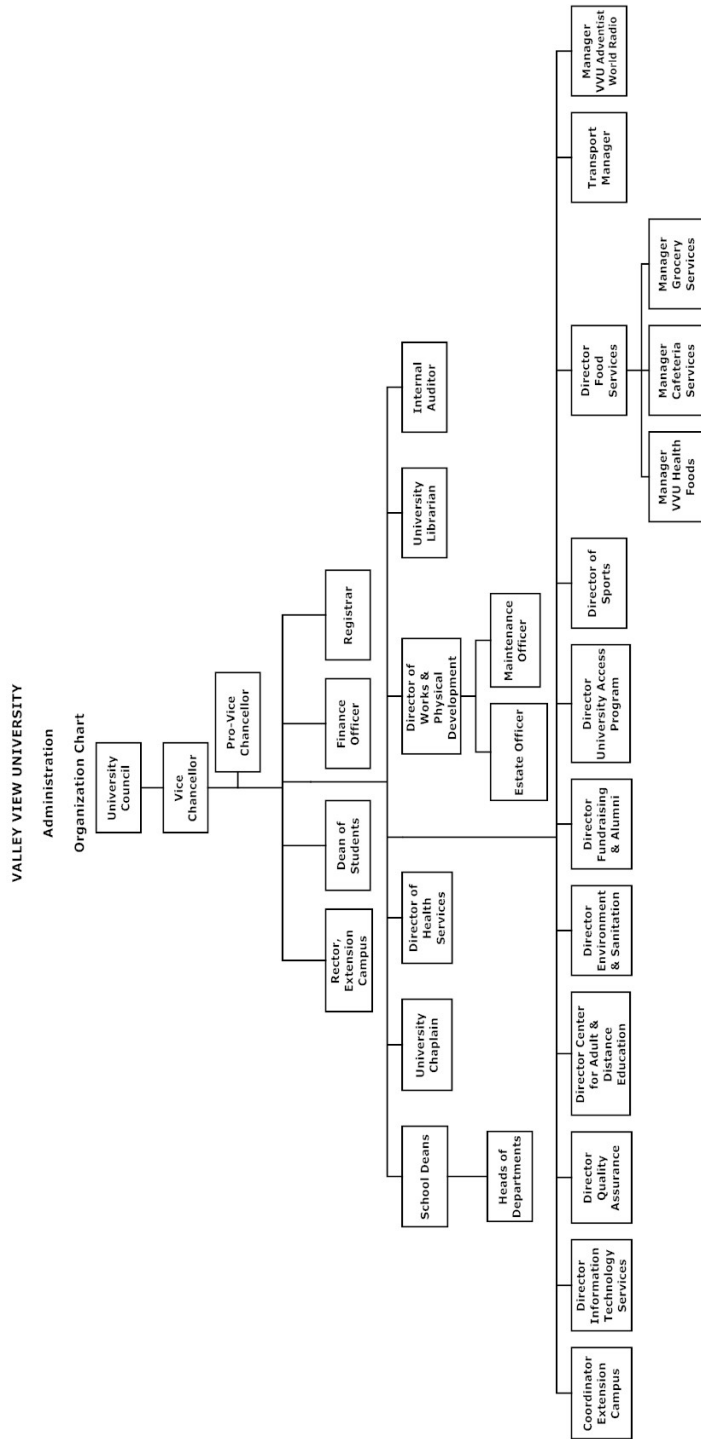
Figure 2.2: Organization Chart

2.3   University Governance

2.3.1   Governance

Governance of Valley View University is vested in the University Council which works in collaboration with the West-Central Africa Division (WAD) of the Seventh-day Adventist Church. The Council is empowered to receive and expend money for the use and benefit of the university; to adopt bylaws, rules and regulations affecting its members and employees; to require reports from employees; to determine the organizational structure of the institution; to grant diplomas and confer degrees; to maintain exclusive jurisdiction over appointments, qualifications, salaries and compensations, promotions, and all official relations of employees; to acquire and sell property; and to hold other powers necessary for the operation of the university (Refer to Valley View University constitution).

Valley View University is governed by the University Council and the officers of the West-Central African Division (WAD) of the Seventh-day Adventist Church are members of the University Council. The University Council is chaired by the President of the Ghana Union Conference of Seventh-day Adventist Church.

2.4   The University Council

2.4.1   Composition

The University Council shall consist of not less than seventeen (17) and not more than twenty-one (21) members constituted as follows:

a) The President, Secretary, Treasurer and Education Director of the West-Central Africa Division of the Seventh-day Adventist Church;

b) The President, Secretary, Treasurer and Education Director of the Ghana Union Conference of the Seventh-day Adventist Church;

c) The Vice Chancellor of Valley View University;

d) two Conference / Mission Presidents within the Ghana Union Conference of the Seventh-day Adventist Church (to be rotated annually);

e) Two representatives of senior members: one professorial, one non-professorial;

f) Two representatives of non-senior members: one senior staff, one junior staff;

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g) President of Valley View University Alumni;

h) President of the Students' Representative Council (SRC);

i) Four (4) other members who are Adventist of good standing but not church employees appointed from the local community and from the Republic of Ghana at large and within the region served by the Valley View University; all of whom shall be professionals of high expertise in their various fields of endeavour;

j) The Pro-Vice Chancellor;

k) The Finance Officer;

l) The Internal Auditor and the University Lawyer shall be in attendance, but shall be non-voting members of Council

m) The Registrar shall be the secretary to Council.

2.4.2 Officers of the University Council

The University Council shall have a Chairman, Vice Chairman and a Secretary, who shall be the officers of the Council.

a) The President of the Ghana Union Conference of the Seventh-day Adventist church is the chairman of council.

b) The President of the West Africa Union Mission is the vice-chairman of the council.

c) The Registrar of the University is secretary to the council.

2.4.3 Powers and Functions of Council

Council shall:

a) be the supreme governing body of the University and shall exercise superintendence over the formulation of policies with respect to the programmes, activities and operations of the University;

b) ensure the operation of the University as a whole and all its departments severally in harmony with the general policies outlined in the Constitution and ensure that the objects of the University are realized;

c) appoint, transfer, or dismiss administrative officers, faculty and staff members of the University and prescribe the duties, terms and conditions that shall apply to these appointments;

d) determine the various faculty ranks and staff positions which shall apply in the University and shall adopt the conditions for promotion within the ranks and positions;

e) set the salary and wage rates for administrative and faculty staff and support personnel;

f) set the rates for tuition, board, room, fees and the policies governing financial aid and scholarship opportunities of students;

g) require and adopt an annual operating budget for the University, which shall govern the financial activities and decisions in the operation of the University;

h) approve the financial record system of the University and to require an audit of these accounts annually by independent auditors;

i) receive, review and approve periodic financial statements of the University's operations;

j) administer the movable and immovable property and funds of the University in a manner and for purposes which shall best promote the objects of the University;

k) receive donations, endowments and grants on behalf of the University;

l) signify the acts of the University by the use of the Common Seal;

m) approve the composition of the major staff committees of the University;

n) perform such other functions as may be conferred upon it by the VVU Constitution; and

o) delegate any of its powers and functions provided by the VVU constitution to any person or body within the University to exercise.

2.4.4 Power to make Statutes

a) Council shall have power, subject to the provisions of VVU Constitution to make laws, generally for the governance, control and administration of the University, or better carrying into effect the purposes of the Constitution, and for all purposes connected therewith, and in particular for:

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i) the establishment of schools, institutes, campuses and affiliated Colleges of the University;

ii) the description of degrees;

iii) the requirements for awarding of degrees;

iv) the conduct of examinations;

v) prescribing fees and boarding charges;

vi) Appointing key officers of the University;

vii) Approving and assigning all inter-division positions subject to WADCOM governance;

viii) settling the terms and conditions of service, including appointments, dismissals, remuneration and retiring benefits of members of staff of the University;

ix) the composition and procedures of Council, and the establishment, composition, terms of reference of the committees of Council;

x) Approve any changes/variations to the University Bulletin;

xi) approving the rules and regulations for the Students' Representative Council (SRC); and

xii) providing for or prescribing anything which, under the Constitution, may be provided for or prescribed by law.

b) The power to make laws shall be exercised in accordance with the provisions given in the constitution and not otherwise.

c) No law shall come into force unless it has been approved by not less than two-thirds of the members of Council.

d) A proposed law may originate either from Council or from the Academic Board.

e) A statute which:

i) makes provision for or alters the composition of the Academic Board, or any other structure of authority in the University; or

ii) provides for the establishment of a new campus, school or faculty or for the amendment or revocation of any law whereby a new campus or faculty is established, shall not come into force unless approved by the West Central Africa Division (WAD) of the Seventh-day Adventist Church.

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f) A statute shall come into force on the date on which Council gives approval to it.

g) A statute of the University shall be proved in any court by the production of a copy thereof bearing or having affixed to it a certificate signed by the Vice Chancellor to the effect that the copy is a true copy of a law of the University.

h) Notwithstanding the provisions of the constitution, Council shall not make, amend, or revoke any provisions relating to the functions or privileges of the Chairman of Council, Vice Chancellor, Pro Vice-Chancellor, or the Academic Board without first ascertaining the opinion of the Academic Board thereon.

i) Any statute under the VVU Constitution may be revoked by a vote of two-thirds of the total membership of Council present and voting at a meeting of Council.

2.4.5   Committees of the University Council

The council may designate one or more committees to assist in the fulfillment of its functions and duties. Committees of the council therefore include but are not limited to the following:

1. Standing Committee

2. Finance Committee

3. Development Committee

4. University Tender Board

5. Joint Council/Academic Board Committee on Honorary Degrees and other awards.

For membership and functions of these committees, refer to Section 4.1 of this handbook.

Chapter 3

University Administration

The administration of Valley View University resides in the principal officers being: the Vice chancellor, the Pro-Vice Chancellor, the Registrar, the Finance Officer and the Dean of Students Affairs. Other officers include: Deans of Schools/Faculty, Rectors, Internal Auditor, University Chaplain, University Librarian, Director of Works and Physical Development, Director of the University Health Services, Other Directors and Heads of Units. The "hierarchy" of administrative responsibility is as stated in part six of the VVU constitution and shown on the organizational chart.

3.1 Organizational Hierarchy

3.1.1 Principal Officers

This includes the Vice Chancellor, the Pro-Vice Chancellor, the Registrar, the Finance Officer, the Dean of Students Affairs and the Rectors.

The Vice Chancellor is appointed by the University Council. The remaining Principal Officers of the university are appointed by the University Council upon recommendation by the Vice Chancellor. The principal officers are appointed to serve a five-year term. The constitution of Valley View University stipulates that at the first meeting following its election the University council shall appoint the other principal officers as may be deemed necessary for the proper operation of the University.

Responsibilities of the Principal Officers

a) Vice Chancellor

The Vice Chancellor is the Chief Executive Officer of the University and shall be responsible to council. He shall provide the spiritual, academic, and administrative leadership. He is the Academic Head of the University and shall be of full professorial rank. He may delegate authority to other officers of the university. He shall hold office for a period of five years in the first instance and upon such terms as shall be determined until he resigns, retires or is removed from office for cause by the Council. Council shall set up a Committee to evaluate the performance of the Vice Chancellor in the fourth year of each five-year term and he may be re-appointed only upon the recommendations of the Committee. A serving Vice Chancellor may be re-appointed for only one additional term of five (5) years.

The Vice Chancellor shall:

1. preside over the meetings of the Academic Board and the Welfare Services Board and any other committee of which he is a member except the University Council.

2. sign, with any other principal officer of the University authorized by the Council, deeds, mortgages, bonds, contracts or other instruments which the Council has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Council or the Constitution to such other officer or agent of the University.

3. perform all duties incidental to the office of the Vice Chancellor and such other duties as may be prescribed by the Council from time to time.

4. be the chief disciplinary officer of the University.

5. execute and administer the policies established by the University Council and within that framework to promote the functioning and development of the University;

6. be responsible for the enforcement of the policies and regulations of the University, and for the operation and development of the institution as a whole and each of its parts;

7. advance the mission and objectives of the University, and promote and foster acceptance of the goals of the institution by the faculty,

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staff, students, constituency, and general public; oversee the development and maintenance of instruction programme and research and service suited to the needs of the University's sponsors and students;

8. select and maintain highly qualified instructional, research, administrative, faculty and staff and receive reports on the same;

9. serve as an ex-officio member of all faculty, schools, institutes, colleges and all committees within the University. The Vice Chancellor may call and preside at such meetings of the faculty, schools, institutes, colleges and all committees as may be deemed necessary;

10. confer degrees upon recommendation of the appropriate faculties and by authority of the University Council;

11. develop a sound and efficient administrative structure for the University, to the end that all employees may be properly assigned and supervised;

12. make such recommendations to the University Council and to the faculties as may be deemed desirable for the best functioning and growth of the University in harmony with its objectives;

13. be the liaison between the University Council and the faculty and staff. All reports and recommendations from faculty and staff to the University Council shall be made through the Vice Chancellor. At the discretion of the Vice Chancellor, faculty or staff may be invited to present reports to the University Council;

14. arrange for the preparation of the annual budget, with the help and advice of the budgetary committee, and present it to the University Council for adoption. After the budget is adopted, the Vice Chancellor shall ensure its implementation with the assistance of the Finance Officer;

15. develop effective channels of communication among faculty and staff members and students of the University;

16. plan for the regular dissemination of information about the University to the constituency, the alumni and the general public;

17. develop a public image of the University which will attract financial contributions, and cultivate relationships with potential donors;

18. be involved in a significant way in fundraising and improving the image of the University; and

19. liaise with accrediting bodies as the contact person and chief spokesperson.

b) Pro-Vice Chancellor:

The Pro-Vice Chancellor shall assist the Vice Chancellor in the administration of the University. He/She shall be responsible to the Vice Chancellor. In the absence of the Vice Chancellor the Pro-Vice Chancellor shall act as the Vice Chancellor. He/She shall be an academic of professorial rank and hold office for a term of five years reckoned from the first day of August of the academic year following his appointment and may be eligible for re-election for another term of five years only.

The Pro-Vice Chancellor shall exercise the powers and perform the functions specified in the Constitution of the University and such others as may be delegated to him/her by the Vice Chancellor.

c) Registrar:

The registrar is the Chief Administrative Officer of the University under the Vice-Chancellor and a member of Council. He/She shall be an academic with a minimum qualification of a Masters degree with a research component. He/She shall hold office for a term of five (5) years reckoned from the first day of August of the academic year following his/her appointment. He/She may, upon application by him/her, be eligible for re-appointment for another term of five (5) years only. He/She may resign his/her office by letter addressed to the Chairman of Council through the Vice-Chancellor.

The registrar shall;

1. act as secretary to University Council;

2. be the Secretary and a non-voting member of the Academic Board;

3. be responsible for all legal documents and records of the University, the University Seal and for affixing same to relevant documents of Council and the Academic Board;

4. regularly cause to be published in the University Newsletter at the end of each quarter all policy decisions of Council, the Academic Board and the Welfare Services Board and

5. perform other duties as may be assigned by the Vice-Chancellor.

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d) Finance Officer:

The Finance Officer is appointed by the University Council to serve as Chief Accounting Officer of the University on such terms and conditions as Council may determine. He/She is responsible to the Vice-Chancellor for the financial administration of the University and he/she is a member of Council. The required minimum qualification shall be a master's degree in accounting/finance and he/she must be a chartered accountant. He/She shall hold office for a term of five (5) years reckoned from the first day of August of the academic year following his appointment. He/She may, upon application by him/her, be eligible for re-appointment for a further term of five (5) years only. He/She may resign his/her office by a letter addressed to the Chairman of Council through the Vice-Chancellor.

Without prejudice to the generality of the powers of the Finance Officer specified by the Constitution, or any other law, the functions of the Finance Officer shall include the following:

1. Formulation and implementation of policies relating to accounting and financial control in the University;

2. Corporate planning involving budgeting and budgetary and long term or strategic planning in respect of all the finances of the University;

3. Treasury Management:

   i) Subject to the approval of the Registrar, human resource management involving the regular appraisal, training and development of the staff under him;

   ii) Preparation and consolidation of final accounts and management reports in response to External Auditors queries;

   iii) Ensuring, on behalf of the University Council, that proper records are kept of all University property, assets, stocks and valuables of every kind in a register;

   iv) Oversight responsibility for the accounting functions of all the schools, semi-autonomous bodies, self-accounting and income-generating units within the University;

   v) Distribute approved budget to all heads of schools/departments/units/centers after approval from the Council;

   vi) Distribute accounts statements to schools, departments, units, and centres on monthly basis;

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    vii) Implement the objectives of the Strategic Plan that deal with financial matters;

    viii) perform other duties as may be assigned by the Vice- Chancellor.

e) Dean of Students Affairs:

The Dean of Students shall be appointed by Council. He shall be a Senior Member not below the rank of senior lecturer. He shall serve a term of five (5) years and may be re-appointed for another five (5) year period only. He shall be appointed on such terms and conditions as Council may approve.

The Dean of Students Affairs shall:

1. be responsible for all matters relating to the welfare and discipline of the students;

2. submit an annual report to the Vice Chancellor two months before graduation on the work-in-progress, achievements and challenges of the student life and services department during the year;

3. perform other duties as may be assigned him by the Vice Chancellor.

f) Rector of an Extension Campus:

The rector is the head of an extension campus of the university and is responsible to the Vice Chancellor. The Rector shall be a person of Professorial rank and shall be appointed on such terms and conditions as Council may approve. He shall serve for a period of five (5) years, but may be re-appointed for another period of five (5) years only.

The rector shall:

1. have general superintendence over the academic and administrative affairs of the extension campus;

2. have administrative control over the officers, faculty and other employees of the Extension Campus;

3. direct faculty, officers and other employees of the Extension Campus to take up such assignments in connection with teaching, research, examination, administration and other activities in the Extension Campus;

4. recommend to the Vice Chancellor appointments of employees of the Extension Campus;

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5. recommend to the Vice Chancellor to suspend, punish and remove workers from service at the extension campus, in accordance with prescribed procedure;

6. be a disciplinary officer in cases involving students at the extension campus;

7. act as liaison between the extension campus and the main campus;

8. supervise the preparation and implementation of the budget for the extension campus and submit to the Vice Chancellor;

9. execute and administer University policies and regulations at the extension campus;

10. preside over the meetings at the extension campus;

11. delegate, after approval by the Vice Chancellor any of his powers to an officer or officers of the Extension Campus;

12. submit an annual report to the Vice Chancellor two months before graduation on faculty members with significant academic achievements, other achievements, work-in-progress and challenges of the extension campus during the year;

13. exercise and perform such other powers and functions delegated to him/her by the Vice Chancellor.

3.1.2   Other University Administrators

The other University administrators are: The Dean of School/Faculty, Vice Dean, Head of Department, University Chaplain, Director of the University Health Services, Internal Auditor, Director of Works and Physical Development and University Librarian. They are also appointed by the University Council.

a) Dean of School/Faculty

A Dean of a School/Faculty has general superintendence over the academic and administrative affairs of the School/Faculty and is responsible to the Vice Chancellor. Deans of schools of extended campuses are responsible to the Vice chancellor through the Rector. He/She shall be of a rank of at least Senior Lecturer, appointed by Council. A Dean shall serve for a three (3) year term, if a Professor, and shall be eligible for another term of three (3) years only. The election for the Dean must take place at least one month before the end of the academic year.

A Dean shall serve for a two (2) year term, if not a Professor, and shall be eligible for another term of two (2) years only.

The dean shall:

1. present to the Academic Board, for the conferment of degrees, persons who have qualified for the degrees of the University at examinations held in the disciplines of learning for which responsibility is allocated to that School/Faculty;

2. administer and coordinate all academic programmes, plans and policies of the faculty or school;

3. make recommendations to the academic board as regards curriculum development, standards of admission, requirements for graduation, course sequences, instructional methods, grading systems and other policies;

4. foster research, scholarly publication and academic activities on the part of faculty and staff;

5. work with the Vice chancellor and school/faculty board in matters related to faculty organization, recruitment, selection, discipline, in-service development, and make recommendations on the same;

6. monitor teaching by making classroom visitation and confirm the quality of teaching. A short report on classroom visitation is to be submitted to the Vice Chancellor;

7. conduct peer evaluation of faculty each semester within the school and submit the peer review reports to the Vice Chancellor. Recommend the necessary improvement of instruction and academic performance of students;

8. promote the enrollment of qualified students for all programs offered in the school;

9. make recommendations regarding activities that will enhance the student's learning experience;

10. prepare self studies for accreditation and proposals for new academic programmes;

11. prepare with the assistance of the Heads of Departments, annual budget needs, equipment requests, and space requests to the administration and develop a balanced budget within the constraints set by the administration;

12. authorize expenditures of items included within the approved budget;

13. maintain responsibility, with the Heads of the departments, for the preparation of material for the Academic Bulletin and of other materials of an academic and promotional nature for publication, in consultation with the Pro-Vice Chancellor;

14. ensure the timely implementation of accreditation recommendations;

15. oversee the administration of all undergraduate and graduate programmes, research and research units, conduct of examinations, internal and external examiners/moderators ;

16. be responsible for the complete academic quality and oversight of all on-campus and off-campus undergraduate and graduate programmes for the entire University;

17. handle students complaints and script remarking process by appointing an external examiner to remark students scripts;

18. act on behalf of the University administration by resolving complaints from faculty and staff and student issues;

19. chair the Curriculum Review Committee to develop and periodically update the syllabi of the school for all courses and programmes and submit to the Vice Chancellor on/or before April 30 of every year;

20. develop the School's Strategic Plan in consultation with the Heads of Departments and submit it to the Vice Chancellor for publication and shall also supervise its implementation;

21. maintain faculty, staff and student records and files and make them available when required;

22. make recommendations, in consultation with the Heads of Departments, related to the appointment, sabbatical, leave, promotion, tenure, and discipline, including termination or non-renewal, of faculty.

23. be the chair at all meetings of the Faculty Board;

24. submit an annual report to the Vice Chancellor two months before graduation on faculty members with significant academic achievements, other achievements, work-in-progress and challenges of the School during the year; and

25. perform other duties as may be assigned by the Vice-Chancellor.

b) Vice Dean:

The Vice Dean assists the dean in the superintendence over the academic and administrative affairs of the faculty or school and report to the dean. A Vice Dean shall be elected from serving Heads of Department; but a Professor who is not a Head of Department is also eligible to stand for appointment. The election for the Vice Dean must take place at least one month before the end of the academic year. A Vice Dean shall serve for a two (2) year term only.

The Vice Dean shall:

1. In the absence of a Dean act for the Dean.

2. In the event of a vacancy occurring following the removal of a Dean, act until a substantive Dean is appointed;

3. perform other functions as may be assigned by the Dean of the School.

c) Head of Department:

He/She is the head of a Department in a Faculty or School and is responsible to the Dean of school/faculty. He/She shall be of the rank of at least senior lecturer and is appointed by Council upon recommendation of the Academic Board. The appointment of a Head of an Academic Department who is of a professorial rank is for a period of three (3) years at a time and he/she shall be eligible for a second term only. A Head of Department of a non-professorial rank is appointed for two years at a time and shall not be eligible for re-appointment.

The Head of Department shall:

1. organize the teaching programme, with the approval of the Faculty Board, to maintain acceptable standards of teaching and to ensure that adequate facilities are available for research in their respective disciplines;

2. in consultation with members of the Department, be responsible for recommending to the Faculty Board the development of syllabi and courses as well as promotion of research in the Department;

3. have direct responsibility for departmental administration, recommendations for the appointment and promotions of staff, and, subject to the statutes of the constitution, for the maintenance of discipline in the Department;

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4. ensure the timely implementation of accreditation recommendations;

5. monitor teaching by making classroom visitation and confirm the quality of teaching. A short report on classroom visitation is expected;

6. handle student complaints and grade re-checking process;

7. administer the peer-review instrument in the department every semester;

8. work with Curriculum Review Committee to develop and periodically update the syllabus of the department for all courses and submit to the School Dean on or before March 30 of every year;

9. liaise with other Departments, Faculties, and Industries, Professional Institutions, Associations and similar bodies on matters affecting the Department after consultation with the Departmental Board; and

10. consult with the Dean on matters affecting the Department and the Faculty;

11. submit an annual report to the Dean three months before graduation on faculty members with significant academic achievements, other achievements, work-in-progress and challenges of the Department during the year;

12. perform other duties as may be assigned by the Dean of the School.

d) The University Chaplain:

The University Chaplain is the Senior Pastor of the University Church and is responsible to the Vice Chancellor. He shall be an ordained minister of the Seventh-day Adventist Church and in good standing, and should possess at least a Masters degree in Theology or Religion and must satisfy the Board of Ministerial and Theological Education (BMTE) requirements.

The University Chaplain shall:

1. co-ordinate all religious activities of the University

2. serve in accordance with the Church Manual and policies of the Seventh-day Adventist Church in Ghana. In doing so, he shall:

   i) work with elected leaders of the University in the planning and implementation of all the religious activities of the institution;

ii) prepare the religious calendar for the University in consultation with the Vice Chancellor and the Dean of Students and modeling a well-ordered religious programme for the students and members of the University;

iii) serve as liaison between the University and the Constituent Conference of the Seventh-day Adventist Church;

iv) work together with the Associate University Pastor, Assistant Chaplains and other pastors to ensure that the spiritual needs of all members of the university community are well catered for;

v) coordinate campus evangelism; and

vi) provide advise to the University Administration on religious and spiritual matters;

vii) prepare and implement the spiritual master plan, strategic plan and University church budget;

viii) submit an annual report to the Vice Chancellor two months before graduation on the Work-in-Progress, achievements and challenges of Chaplaincy Department;

ix) perform other duties as may be assigned by the Vice Chancellor.

e) The Director of the University Health Services:

The Director of the University Health Services is the Chief Medical Administrator of the University Health Services. He shall possess a degree in medicine or at least a Masters degree in health related field. He shall hold office for a term of five (5) years reckoned from the first day of August of the academic year following his appointment. He may, upon application by him, be eligible for re-appointment for a further term of five (5) years only. He is responsible to the Vice-Chancellor, through the University Health Services Management Committee. He is, by virtue of his office, a member of the University Health Services Management Committee.

The Director of the University Health Services shall:

1. exercise professional and administrative supervision over the entire medical, paramedical and all other staff within the University Health Services.

2. supervise and evaluate Student Health Services.

3. interpret standards of health care, both clinical and preventive, within parameters set by medical groups, Centers for Disease Control, gov-

ernment; coordinate the delivery of healthcare through a highly technically trained staff with available resources. Review and act upon reports of authorized inspecting or accrediting agencies;

4. maintain effective and cooperative working relationships with community health resources and agencies to ensure a high quality, responsive, and administratively efficient level of consumer-oriented service to students and other clients. Conduct regular assessments of student needs and wants and undertake corrective and improvement measures;

5. communicate the health care needs of students to administration and faculty;

6. submit an annual report to the Vice Chancellor two months before graduation on the Work-in-Progress, achievements and challenges of the Health Services Department;

7. perform other duties as may be assigned by the Vice-Chancellor.

f) The Internal Auditor:

The Internal Auditor is the Head of the Internal Audit Unit of the University. He/She shall be a certified accountant and possess at least a first degree in business. The Internal Auditor shall have unrestricted access to all University activities, records, property or personnel. The Internal Auditor shall hold office for a term of five (5) years reckoned from the first day of August of the academic year following his/her appointment. He/She may, upon application by him/her, be eligible for re-appointment for another term of five (5) years only.

The Internal Auditor shall:

1. exercise professional and administrative supervision over staff under him/her to ensure that the internal auditing system of the University is efficient and effective;

2. carry out periodic internal audit of the University, and submit reports thereof to the Finance Committee of Council, through the Vice Chancellor;

3. submit copies of the Internal Audit reports to the Vice Chancellor every quarter and work-in-progress report;

4. perform other duties as may be assigned by the Vice-Chancellor.

g) The Director of Works and Physical Development:

The Director of Works and Physical Development is the Head of the Works and Physical Developments Unit of the University. He/She shall possess at least a Bachelors degree in Engineering/Architecture or a related field, must have at least 14 years work experience, and must have a full membership of a relevant professional body. He/She is responsible to the Vice-Chancellor for the efficient discharge of his/her duties. The Director of Works and Physical Development shall hold office for a term of five (5) years reckoned from the first day of August of the Academic year following his/her appointment. He/She may, upon application by him/her, be eligible for re-appointment for a further term of five (5) years only.

The Director of Works and Physical Development shall:

1. exercise professional and administrative supervision over the staff under him/her to ensure the efficient and effective functioning of his Unit;

2. be responsible for the development and maintenance of the physical and infra-structural works and/or facilities of the University;

3. exercise oversight responsibility over the operations of the Estate Management, the Maintenance Unit, the Fire Service Unit, as well as all the Municipal Services of the University;

4. consider and advise the Tender Board on all matters affecting tenders on buildings and other projects of the University to enable the Board to make awards on them;

5. handle or deal with all preliminary matters on contracts involving the physical or infra-structural development of the University and/or the use of any part(s) of the University lands subject to the approval of the Development Committee and on the advice of the University Legal Services Unit;

6. submit quarterly report to the Vice Chancellor on the progress of work, achievements and challenges of the Works and Physical Development Department; and

7. perform other duties as may be assigned by the Vice Chancellor.

h) The University Librarian:

The University Librarian serves as the professional and administrative Head of the University Library system. He/She shall possess at least

a masters degree in library and information studies or its equivalent. The University Librarian shall hold office for a term of five (5) years reckoned from the first day of August of the Academic year following his appointment. He/She may, upon application by him/her, be eligible for re-appointment for a further term of five (5) years only following favourable appraisal of his performance by a Committee appointed by Council during the last year of his tenure.

The University Librarian shall:

1. exercise professional and administrative supervision over the University library to ensure efficient functioning of the libraries in the University;

2. plan, organize, direct, control and evaluate the operations of the Library;

3. be responsible for establishing job standards for subordinate staff and effectively evaluating staff of the library;

4. ensure the maintenance of good environment for reading and learning in all the libraries of the University and shall be responsible in updating the University website with library information;

5. be responsible for maintaining linkages with local and international organizations involved in library services;

6. work with the Library Committee and make sure that all library requests are to be channeled through the Chair of Library Committee;

7. be responsible for the safe custody of library books, assets and equipment and submit an inventory report in April and November every year;

8. effectively interact with Deans and Heads of Departments to obtain the updated list of books to be purchased;

9. purchase books strictly on request from the Deans, Heads of Departments, or University administrators and approval from the Chair of Library Committee;

10. obtain the list of latest books every semester on different subjects and publish on the notice boards, University newsletter and website;

11. work with the help of the Library Committee to formulate library policies and enforce compliance among the students, faculty & staff, and

12. provide orientation every semester to students, faculty & staff on library facilities and regulations;

13. prepare work schedule for every semester and assign duties to all library staff, national service personnel, student intern and work study students;

14. respond to complaints and inquiries from administrators, students, faculty & staff on library matters and conduct investigation into cases of theft and other offences in the library and submit a report to the Vice Chancellor;

15. submit an annual report to the Vice Chancellor two months before graduation on the progress of work, achievements and challenges of the Library Department;

16. perform other duties as may be assigned by the Vice-Chancellor.

3.1.3 Heads of Units

a) Director of Centre for Adult and Distance Education:

He/She is the head of the Centre for Adult and Distance Education and reports to the Vice Chancellor. He/She shall be a senior member and is appointed by the Vice Chancellor. The appointment of a Head of the Centre for Adult and Distance Education is for a period of two (2) years at a time and may be re-appointed.

The Director of Centre for Adult and Distance Education shall:

1. serve as the administrator in charge of distance education and provide leadership in the Distance Education Department;

2. coordinate the operation of the Center for Adult & Distance Education and ensure compliance of University policies, National Accreditation Board and other regulating bodies;

3. act as a point of contact for students, parents, faculty and staff at the distance education department.

4. formulate strategic plan, program scope, procedures, student services, and technical support necessary to support Distance Learning;

5. develop an annual plan and budget for the next year and submit to the Vice Chancellor at the end of April every year for approval;

6. oversee the work of the staff assigned to Distance Education; plan and manage the departmental budget and work schedule;

7. oversee the development of course modules by faculty members and distribution to the students of Distance Education;

8. confirm that the Deans/Heads of Departments have assigned lecturers to all courses in the Distance Education and grades are submitted on time;

9. conduct needs assessment for the development and offering of distance learning courses and degree programs;

10. serve as liaison with administrators, faculty, distance education students and other stake-holders;

11. address all administrative, faculty, and student issues at the Distance Education department;

12. be responsible for establishing job standards for subordinate staff and effectively evaluating staff of Distance Education unit;

13. implement and coordinate the use of e-Learning technologies by the distance education faculty and students;

14. establish networks and partnerships with local institutions and bodies for effective delivery of instruction through Distance Education;

15. supervise and oversee the technology plans that will enhance and strengthen course delivery and promote Distance Education through different media;

16. coordinate orientation sessions for Distance Education students;

17. serve as a member on the Distance Education Management Committee and other committees and to develop policies and procedures for Centre for Adult and Distance Education;

18. coordinate research and reports on issues pertaining to distance learning;

19. ensure that academic malpractices like selling of notes and other materials by lecturers, acceptance of favours, examination malpractices and other offences are reported to the University for necessary action;

20. travel to all University extension campus locations or other off-site locations as necessary;

21. submit an annual report to the Vice Chancellor two months before graduation on the progress of work, achievements and challenges of the Centre for Adult and Distance Education;

22. perform other duties as may be assigned by the Vice-Chancellor.

b) Director of Extension Campus:

He/She is the head of Extension Campus and reports to the Vice Chancellor. He/She shall be a senior member and is appointed by the Vice Chancellor. The appointment of the Head of an Extension Campus is for a period of two (2) years at a time and may be re-appointed.

The Director of Extension Campus shall:

1. have general superintendence over the academic and administrative affairs of the Extension Campus;

2. coordinate the operation of the Extension Campus and ensure compliance with University policies, National Accreditation Board, Adventist Accrediting Association (AAA), International Board of Education (IBE) and other regulatory bodies;

3. act as a point of contact for students, faculty and staff, community and visitors at the Extension Campus;

4. assign teachers and other employees of the Extension Campus teaching, examination and administrative responsibilities at the Extension Campus;

5. be a disciplinary officer in cases involving students at the Extension Campus;

6. act as liaison between the Extension Campus and the main campus;

7. execute and administer University policies and regulations at the Extension Campus;

8. develop an annual plan and budget for the next year and submit to the Vice Chancellor at the end of April every year for approval;

9. preside over the meetings at the Extension Campus;

10. oversee the administration of all undergraduate programmes;

11. oversee the distribution of course modules to the students of the Extension Campus;

12. make sure that the Deans/Heads of Departments have assigned lecturers to all courses in the Extension Campus and grades are submitted on time;

13. conduct needs assessment for the development and offering of Extension Campus courses and degree programs'

14. serve as liaison with administrators, faculty, Extension Campus students and other stake-holders;

15. address all administrative, faculty, and student issues at the Extension Campus;

16. be responsible for establishing job standards for subordinate staff and effectively evaluating staff of the Extension Campus;

17. implement and coordinate the use of e-Learning technologies by the Extension Campus faculty and students;

18. coordinate orientation sessions for the Extension Campus students;

19. serve as a member on the Distance Education Management Committee and other committees and to develop policies and procedures for the Extension Campus;

20. ensure that academic malpractices like selling of notes and other materials by lecturers, acceptance of favors, examination malpractices and other offences are reported to the University for necessary action;

21. submit an annual report to the Vice Chancellor two months before graduation on the progress of work, achievements and challenges of the Extension Campus;

22. perform other duties as assigned by the Vice Chancellor.

c) **Director of Quality Assurance:**

He/She is the head of the Quality Assurance Department and reports to the Pro-Vice Chancellor. He/She shall be a senior member and is appointed by the Vice Chancellor. The appointment of a Head of the Quality Assurance Department is for a period of two (2) years at a time and may be re-appointed.

The Director of Quality Assurance (QA) ensures that quality standards and procedures are followed in teaching & learning and aligned with the National Accreditation Board (NAB), Adventist Accrediting Association (AAA), International Board of Education (IBE) and Nursing & Midwife Council specifications. He/She is responsible for managing the University quality assurance policies.

The Director of Quality Assurance shall:

1. develop an annual plan and budget for the next year and submit to the Pro-Vice Chancellor at the end of April every year for the Quality Assurance Department;

2. plan, organize, direct, control and evaluate the operations of the Quality Assurance department;

3. act as liaison between the University and accrediting bodies,

4. create, implement, assess the University's quality policies, standards, procedures and strategic plans;

5. develop, maintain, and periodically update written policies and procedures that govern the day-to-day tasks of the Quality Assurance department;

6. develop, implement, communicate and maintain a quality plan to bring the University's policies and institutional effectiveness into compliance with the accreditation requirements;

7. establish clearly defined quality methods and procedures for faculty & staff to apply;

8. organize and manage quality assurance standards in close co-operation with key administrators;

9. effectively interact with Deans, Heads of Departments, and Unit Directors to maintain quality levels;

10. monitor Quality Assurance in the University and advise the University administration on quality assurance performance in teaching & learning and make necessary recommendations;

11. gather, analyze and publish performance data and charts against defined parameters;

12. ensure assessment procedures are properly understood, carried out and examined by the concerned faculty & staff;

13. carry out student evaluation of faculty, submit the reports to the school deans, heads of departments, Vice Chancellor, office of the human resources and maintain the records of all faculty evaluation reports;

14. carry out staff performance evaluations, submit the reports to the school deans, heads of departments and units, Vice Chancellor, office of the human resources and maintain the records of all staff performance evaluation reports;

15. manage quality related communications across all departments;

16. promote and advocate quality achievement and performance improvement across the University;

17. act as liaison with accrediting bodies and assume full responsibility for ensuring corrective actions in accordance with accrediting bodies specifications;

18. ensure ongoing compliance with local, national, and international standards in teaching & learning;

19. provide orientation to faculty & staff to adopt and incorporate quality methods into their work, teaching & learning and physical facilities;

20. create and maintain Quality Assurance documentation;

21. submit an annual report to the Vice Chancellor two months before graduation on the progress of work, achievements and challenges of the Quality Assurance Department;

22. perform other duties as may be assigned by the Vice Chancellor.

d) Director of Information Technology Services:

He/She is the head of the Information Technology Services (ITS) Department and reports to the Vice Chancellor. He/She shall be a senior member and shall be appointed by the Vice Chancellor. The appointment of the Director of Information Technology Services is for a period of two (2) years at a time and may be re-appointed.

The Director of Information Technology Services shall:

1. develop an annual plan and budget for the next year and submit to the Vice Chancellor at the end of April every year for IT Services;

2. direct department personnel for the purpose of prioritizing project deadlines and ensuring optimal utilization of personnel;

3. install and administer computer systems - user accounts, workstations, IP assignments, computer labs, classroom computers, VoIP, security, antivirus, spyware, etc.

4. install and maintain computer servers (e.g. Domain controller, print, email, FTP, File, database, VoIP, internet gateways, Active Directory, Library, e-Learning, Finance, Radius) and oversee the network operations centre (NOC), for the purpose of ensuring availability of services to authorized users;

5. be in charge of designing, configuring, installing, maintaining, and repairing network systems, computer servers, computer labs, office computers, computer accessories, television, intercom, telephone and wireless systems;

6. design computer networks: LAN, WLAN, VLAN for the purpose of ensuring effective and efficient service delivery;

7. supervise the installation and maintenance of fiber optic network, software applications, Local Area Network, client software and technical support;

8. supervise software documentation, system analysis and design, software testing, risk mitigation, software monitoring and management;

9. install network (client and server) software on a variety of platforms (e.g. service packs, application software, operating software, hardware upgrades, etc.) for the purpose of upgrading, maintaining and effective availability;

10. supervise the University web site management;

11. participate in planning and development activities, committees, for the purpose of creating strategic plan, short-term plans and efficient operation of IT Services;

12. participate in personnel administrative functions (e.g. hiring, training, supervising, evaluating, providing professional development opportunities, etc.) for the purpose of maintaining adequate staffing, enhancing productivity of personnel and ensuring department objectives are achieved;

13. prepare written procedures, system level documentation, reports, memos, letters, budgets,etc. for the purpose of documenting activities, providing written reference, and/or conveying information to users, University administration and interested parties;

14. recommend purchase of equipment, software, supplies, materials etc., for the purpose of acquiring required items and completing jobs efficiently;

15. conduct research on service utilization trends, equipment, tests, etc. for the purpose of recommending procedures and/or purchases;

16. respond to inquiries from staff, administrators, outside vendors and service providers, etc. for the purpose of providing technical assistance and support;

17. train faculty, staff and students on the use of new hardware and software for the purpose of ensuring their ability to use new and/or existing systems and application software;

18. handle user complaints and troubleshooting the network, hardware and software applications, wireless systems, telephones, intercom and security systems such as routers, servers, firewalls, switches,

etc. for the purpose of resolving operational issues and providing technical support to users;

19. submit an annual report to the Vice Chancellor two months before graduation on the achievements and challenges of the IT Services Department;

20. perform other duties as may be assigned by the Vice Chancellor.

e) Director of University Access Programme:

He/She is the head of the University Access Programme Department and reports to the Pro-Vice Chancellor. He/She shall be a senior member and is appointed by the Vice Chancellor. The appointment of Director of University Access Programme shall be for a period of two (2) years at a time and may be re-appointed.

The Director of University Access Programme shall:

1. develop annual plan and budget for the next year and submit to the Pro-Vice Chancellor on April every year; and to promote the American High School in order to increase enrollment;

2. act as liaison between the University and examining bodies,

3. establish and promote high standards of discipline and attendance for all students, faculty and staff that is consistent with the philosophy, values, and mission of the University;

4. develop and supervise effective implementation of policies and procedures for proper functioning of the school consistent with the philosophy, mission, values and goals of the University;

5. provide orientation to students periodically on discipline, academic excellence, the word of God, importance of attending prayer services, maintenance of high moral standards, decent dressing, examination procedures, ICT, career development, philosophy of Christian education, etc.

6. ensure compliance with all University rules, policies and other regulations by faculty, staff and students;

7. prepare annual time table of the American High School's activities during the year based on the University calendar;

8. maintain and account for all student funds and money collected from students and report to the Finance Officer;

9. make sure that all students writing the examination must have paid all their fees;

10. establish rapport with examining bodies by communicating with them regularly, paying their dues on time, conducting examination with highest confidentiality and sending of the scripts on time.

11. supervise the teaching staff of the American High School, evaluating lesson plans and observing classes on a regular basis and to encourage the use of a variety of instructional tools, methods and materials;

12. establish procedures for selection, promotion, retention and evaluation of instructors and selection of instructional materials and equipment;

13. maintain and submit a report on April and October every year to the Pro-Vice Chancellor on all activities of the school (e.g. attendance records, examination results, fees paid, disciplinary matters, etc.) and all records must be in safe custody;

14. establish a professional rapport with students, faculty and staff. Display the highest ethical and professional behavior and standards when working with students, parents and school personnel and to serve as a role model for students, and encouraging all teachers to do the same;

15. enforce decent dressing and appearance among students and staff and maintain a school environment that is focused on spiritual and academic achievement;

16. notify immediately the University administration, when there is evidence of any misconduct or unbecoming behavior among the students, faculty or staff;

17. inform the University administration of employees not meeting the required performance and contractual agreement;

18. research and collect data regarding the needs of students, and other pertinent information;

19. update students, faculty and staff on University policy reviews, conduct regular meetings for the proper functioning of the American High School;

20. establish and maintain an effective inventory system for all school supplies, materials and equipment;

21. be responsible in collaboration with the Dean of Students for the health, safety, and welfare of students and employees. Report critical cases of sickness to the Dean of Students and the Pro-Vice Chancellor;

22. be easily available to students, teachers, parents and the University administration and to communicate regularly with stakeholders, to create a cooperative relationship to support the students in the American High School;

23. worship with the students in their worship centre;

24. submit an annual report to the Vice Chancellor two months before graduation on the progress of work, achievements and challenges of the American High School;

25. perform other duties as may be assigned by the Vice Chancellor.

f) Director of Sports:

He/She is the head of the Sports Department and reports to the Vice Chancellor. He/She shall be a senior member and is appointed by the Vice Chancellor. The appointment of Director of Sports shall be for a period of two (2) years at a time and may be re-appointed.

The Director of Sports shall:

1. be responsible for managing sports teams within the University including student recruitment, advertising, training, teaching, coaching, mentoring and other activities that are necessary for sports students to enjoy successful careers while attending Valley View University;

2. provide administrative direction and oversight for all sporting activities and prepare sports policy document of the University with the help of the sports committee;

3. develop an annual plan and budget for the next year and submit to the Vice Chancellor at the end of April every year specifying the expected sports activities for the year;

4. plan, implement, and promote University sports, inter-university competition, and recreational sports programs including scheduling games, football, basketball, volley ball, athletics, tennis, gymnastics, camping, and others;

5. provide orientation to students, faculty & staff every semester on sports activities;

6. establish and maintain standards of dress, scholarship and conduct for team travel and training, and practice rules for all University sports students;

7. work with Students Representative Council (SRC) to organize sports activities in the University;

8. monitor strict observance of equality of opportunity in men's and women's sports in the University and encourage women to participate in sport activities;

9. collaborate with University relations office in the preparation of press releases and the arrangement of media coverage for sports events, and ensure that press articles on sports are written and delivered to the appropriate media;

10. develop and manage school/departmental teams, and special events; and ensure school/departmental participation and submit articles on sports during the semester to be printed in the Valley View University Newsletter;

11. maintain reports of all sporting activities of the University and be responsible for ensuring that the University website and the University newsletter is kept up to date with sports activities;

12. recruit students into the University sports teams in coordination with the Admissions & Records and Student Life & Services and develop Valley View University faculty & Staff teams;

13. teach sports activity classes as requested by the Head of General Education Department;

14. represent the University at professional meeting and other special or public events and be the first point of contact for parental queries and enquiries about sporting matters in the University;

15. chair the Sports Committee and serve as a member of the University committees as may be assigned by the Head of General Education Department or Dean of the School or the Vice Chancellor;

16. organize and coordinate the activities and use of the gymnasium by students, faculty and staff, keep fit schedules and healthy lifestyle through exercise programmes;

17. work with the Counseling Department, Deans, Heads, faculty and other appropriate offices to ensure that sports students receive the needed assistance in a timely manner and to report any accidents or hazards involving sports students to the Dean of Students and the Vice Chancellor;

18. submit written proposals, including expected income and expenses, for camps or other sports activities. These activities are expected to

be self-supporting with income covering all expenses and approval shall be obtained from the Vice Chancellor;

19. organize at least two major sports events every semester and prepare sports annual time table and disseminates sports schedules for all University sporting events;

20. oversee the effective maintenance of all sports facilities and equipment and maintain an inventory record of all sports equipment;

21. maintain confidentiality of information exposed to in the course of work regarding students, faculty & staff;

22. submit an annual report to the Vice Chancellor two months before graduation on the progress of work, achievements and challenges of the sports department;

23. perform other duties as may be assigned by the Vice Chancellor.

g) Director of Environment & Sanitation:

He/She is the head of the Environment and Sanitation Department and reports to the Vice Chancellor. He/She shall be a senior member and is appointed by the Vice Chancellor. The appointment of Director of Environment & Sanitation shall be for a period of two (2) years at a time and may be re-appointed.

The Director of Environment & Sanitation shall:

1. develop an annual plan and budget and submit to the Vice Chancellor at the end of April every year regarding the University plan on environmental management (Eco-Campus), with specific reference to sanitation, energy, transport, waste management and farm management;

2. implement the Environmental Management plan effectively and liaise with internal and external bodies in developing and implementing appropriate waste management;

3. monitor consumption of fuel, water and waste production within the University and set targets for consumption in conjunction with the concerned offices and individuals;

4. engage in the promotion of energy efficiency, sanitation, planting of trees and fruits, and awareness campaigns.

5. develop cost effective, quality and timely management information on key environmental factors and consequences;

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6. create awareness at least once every semester among students, faculty & staff on environmental sanitation and on how to keep Valley View campus clean;

7. keep abreast of changing legislation and good practices in the area of environment and sanitation and ensure that the University is complying with all government regulations;

8. maintain the University campus clean and green and to prohibit car packing in unauthorized areas;

9. maintain areas of convenience clean and tidy and ensure constant availability of water and toiletries ;

10. plant crops and fruits in the farms and upgrade the farm as an income generating unit of the University;

11. submit an annual report to the Vice Chancellor two months before graduation on the progress of environmental management, sanitation, waste management and farm projects, achievements and challenges of the environment and sanitation department;

12. perform other duties as may be assigned by the Vice Chancellor.

h) Director of Alumni Relations & Fund-Raising:

He/She is the head of the Alumni Relations & Fund-Raising and reports to the Vice Chancellor. He/She shall be at least a senior staff and is appointed by the Vice Chancellor. The appointment of Director of Alumni Relations & Fund-Raising shall be for a period of two (2) years at a time and may be re-appointed.

The Director of Alumni Relations & Fund-Raising shall:

1. prepare, monitor and evaluate the strategic plan, annual plans and develop alumni giving, donation and volunteer policy for the office of Development & Alumni Relations, the annual plans and budget shall be submitted to the Vice Chancellor at the end of April every year;

2. be responsible for the planning and implementation of projects that strategically engage alumni in providing tangible benefits to the University;

3. be involved in securing commitments from alumni to provide professional expertise and volunteer service to the University, and to create and maintain pathways for alumni participation in projects

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that advance the growth of the University; partnering with development alumni groups to identify, solicit and steward alumni giving;

4. submit an annual report to the Vice Chancellor two months before graduation on the progress of projects, giving, donations and volunteer service of alumni, achievements and challenges of the Alumni Relations & Fund-Raising Department;

5. manage, organize and create alumni-related events and activities, such as the annual reunion;

6. foster relationships with students and young alumni through Student Alumni Representatives;

7. serve as Secretary to the Alumni Association, helping to facilitate meetings, committee work, communication and other activities;

8. manage and update the alumni database as well as the alumni relations Facebook and LinkedIn presence;

9. work with Student Representative Council (SRC) to organize reunion activities;

10. write articles monthly with photographs for University newsletter, University website and other communication media to update the alumni on their progress;

11. secure, maintain, update and monitor names and directory information on the alumni;

12. create, implement, coordinate and evaluate alumni fund-raising efforts;

13. prepare and manage the budget of the office of Alumni Relations & Fund-Raising;

14. represent the Vice Chancellor on Alumni Relations & Fund-Raising meetings;

15. perform other duties as may be assigned by the Vice Chancellor.

i) Director of Food Services:

He/She is the head of the Food Services and reports to the Vice Chancellor. He/She shall be a senior member and is appointed by the Vice Chancellor. He/she must be professionally qualified in the area of Food Services. The appointment of Director of Food Services shall be for a period of two (2) years at a time and may be re-appointed.

The Food Services Department includes the Valley View University Health Foods, University Cafeteria and Groceries. The Director of Food Services shall:

1. be in charge of all food service operations, including cafeteria, catering, restaurant, groceries, snack bars, bakery and other University food operations sites. The food operations sites are under the supervision of a manager who report to the Director of Food Services;

2. develop and implement policies and procedures, annual plans and budget for the next year for food services departments; cafeteria, VVU Health Foods and grocery and submit to the Vice Chancellor at the end of April each year;

3. offer advice on purchase of food supplies, supervise food preparation, production, sales, service, and inventory control for VVU Health Foods, Cafeteria and grocery; supervise menu planning, preparation of nutritional diet, meal planning for students and workers on special diet in the cafeteria and the restaurant;

4. manage, coordinate and oversee the day-to-day food service operations at the University cafeteria, VVU Health Foods and grocery;

5. inspect the cafeteria, kitchen, VVU Health Foods and grocery daily to maintain high standards and ensure compliance with the health, safety, regulatory and sanitation requirements;

6. develop an operating budget every semester for cafeteria, VVU Health Foods and grocery; after approval, monitor and take corrective action as necessary to ensure that budget goals are attained;

7. estimate and order an amount of food supplies needed, monitor against pilfering, control expenditures and work according to budget;

8. operate an efficient food service operation at the cafeteria, VVU Health Foods and grocery, and a high quality food service staff by recruiting, selecting, training, scheduling, supervising and evaluating all food service personnel;

9. train and guide food services employees in the proper handling of foods, correct use and care of equipment and high standards of sanitation and safety;

10. supervise and participate in food preparation and distribution to students and employees; plan for events such as meetings, activities and parties; plan and coordinate food service operations with University activities;

11. adopt new techniques for food preparation to minimize food costs and maximize customer satisfaction;

12. meet regularly with students, faculty & staff to obtain customer feedback on University food services departments;

13. conduct orientation periodically to employees of food services and to enforce punctuality, decency in dressing, cleanliness and professionalism in all food services operations and adherence to the code of ethics;

14. prepare written articles periodically to be published in the University newsletter, website, handouts, pamphlets and other informative materials concerning the Food Services Departments for the purpose of distributing information to students, University workers, parents and the community;

15. chair foods services department meetings and assisted by the respective managers to discuss policy implementation, service improvement, plan for the semester, etc.

16. investigate and resolve complaints regarding food quality and service;

17. submit an annual report to the Vice Chancellor two months before graduation on the progress of food services operations including cafeteria, VVU Health Foods and grocery, achievements and challenges of the food services departments;

18. perform other duties as may be assigned by the Vice Chancellor.

j) Transport Manager:

He/She is the head of the Transport services and reports to the Vice Chancellor. He/She shall be at least a senior staff and is appointed by the Vice Chancellor. He/she must be professionally qualified in the area of Transportation. The appointment of Transport Manager shall be for a period of two (2) years at a time and may be re-appointed.

The Transport Manager shall:

1. develop an annual plan and budget for the next year and submit to the Vice Chancellor at the end of April every year; direct activities related to dispatching and routing of transportation vehicles;

2. plan, organize and manage the work of subordinate staff to ensure that the work is accomplished in a manner consistent with University requirements;

3. investigate to verify users complaints and resolve all the issues;

4. serve as contact person for students, faculty & staff in the University as far as transportation requirements are concerned;

5. prepare weekly schedules ahead of time for all vehicles and drivers and implement schedule and policy changes;

6. work with Transport Committee members in order to formulate and implement policies, procedures, goals, and objectives of the Transport Department; participate in the recruitment, screening, selecting, training and evaluation, disciplining of transportation employees; establishing an efficient and effective system of routine vehicle maintenance and preventive care;

7. assign, supervise and inspect the work of the vehicle mechanic in the overhaul and repair of University vehicles;. maintain a record of all services performed on vehicles and maintain the supply and inventory of all service parts, oils, fuel, greases, chemicals and cleaning supplies;

8. deal with issues of accidents and reporting, and remains current with transport laws, regulations and practices;

9. maintain an inventory of University-owned equipment, vehicles and tools and to keep all equipment in good condition;

10. develop a workable plan for vehicle replacement and promote high standards of safety; Chair Transport Department meetings and be a member of the Transport Committee;

11. maintain a log of all written and verbal complaints regarding transportation and notify the Registrar, Finance Officer, Dean of Students and the Vice Chancellor of any significant problems which may affect the safety of students;

12. drive vehicles on official assignment when required to do so or when a driver is not available and work with vehicle mechanic in diagnosing and repairing University vehicles;

13. lead negotiations when contracting a bus or vehicle on behalf of the University or University community;

14. submit an annual report to the Vice Chancellor two months before graduation on the progress of work, achievements and challenges of the Transport department;

15. perform other duties as may be assigned by the Registrar.

k) VVU Studio Manager:

He/She is the head of the Valley View University Adventist World Radio (AWR) and reports to the Vice Chancellor. He/She shall be at least a senior staff and is appointed by the Vice Chancellor. He/she must be professionally qualified in the area of media services and technology. The appointment of VVU Studio Manager shall be for a period of two (2) years at a time and may be re-appointed.

The VVU Studio Manager shall:

1. be responsible for the day-to-day operation of the VVU Studio including managing the various departments, employee schedules, dealing with promotions and other advertising;

2. develop an annual plan and budget for the next year and submit to the Vice Chancellor at the end of April every year for approval;

3. oversee each and every radio program that is to be on air at the radio station including song to be played;

4. troubleshoot problems in the operations of the studio or contract other agencies to provide repair or replacement of faulty, damaged or old equipment as needed;

5. monitor and evaluate the quality of programs to meet the required standards and comply with government regulations;

6. motivate and manage staff to meet the targets and budget requirements;

7. develop and implement plans for income generation from the VVU Studio;

8. handle all complaints, questions, or requests for information about the VVU Studio;

9. participate in hiring and training of new employees, interns and other personnel at the VVU Studio;

10. network with the community, businesses, organizations and agencies to promote VVU Studio and increase the market for advertising Valley View University;

11. develop and implement departmental policies, goals, objectives, and procedures, in consultation with University administrators, deans, heads of departments, faculty & staff;

12. recommend the purchase of media equipment to the procurement committee;

13. submit an annual report to the Vice Chancellor two months before graduation on the progress of work, achievements and challenges of the VVU Studio;

14. perform other duties as may be assigned by the Vice Chancellor.

Chapter 4

University Committees

4.1 University Council Committees

The Committees of the University Council are as follows:

4.1.1 Standing Committee

a) Composition

  i) Chairman of Council, as Chairman

  ii) Vice Chancellor

  iii) Pro Vice Chancellor

  iv) Registrar, also serving as Secretary

  v) Finance Officer

  vi) Professorial Member of Council

  vii) Non-Professorial Member of Council

  viii) One Senior Staff

  ix) President of the Students' Representative Council (SRC)

b) Meetings: The committee shall meet at least once every quarter.

c) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership including the Chairman.

d) Functions:

  i) To act on all matters referred to it by Council and also act on behalf of Council in emergencies or when necessary;

ii) Decisions of the Committee shall be subject to ratification by Council.

4.1.2   Finance Committee

a) Composition:

   i) Treasurer of the Ghana Union Conference of the Seventh-day Adventist Church, as Chairman

   ii) Vice Chancellor

   iii) Pro-Vice-Chancellor

   iv) Finance Officer also serving as Secretary

   v) Professorial Member of Council

   vi) Non-Professorial Member of Council

   vii) Two members of Council with relevant professional expertise appointed by Council

b) In Attendance:

   i) Registrar

   ii) Deans of Faculties and Schools

   iii) Internal Auditor

c) Meetings: The committee shall meet at least twice every quarter.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

   i) To consider and advise Council on estimates of income and expenditure of the University and on accounts and all financial matters of the University;

   ii) To consider the report of the Internal Auditor and implement the recommendations thereof in accordance with article 26 clause 4 of the Constitution.

   Notice: It must be noted that the decisions of the committee shall be subject to ratification by Council.

4.1.3   Development Committee

a) Composition:

    i) A professional appointed by Council as Chair

    ii) Vice Chancellor

    iii) Pro Vice-Chancellor

    iv) Director of Works and Physical Development also serving as secretary

    v) Two (2) members of Council appointed by Council

b) In Attendance:

    i) Registrar;

    ii) Finance Officer;

c) Meetings: The committee shall meet at least once every month.

d) Quorum: The quorum for the meetings of the Committee shall be the Chairman and two (2) other members.

e) Functions:

To advise the University Council on buildings and on all matters concerning the physical development of the University.

4.1.4   University Tender Board

a) Composition:

    i) Chairman of Council as Chairman

    ii) Vice-Chancellor

    iii) Finance Officer

    iv) Estate Officer

    v) Director of Works and Physical Development

    vi) Registrar

    vii) University Lawyer (Head of Legal Department)

b) In Attendance: Deputy Registrar (General Administration) shall be in attendance and serve as Secretary to the Committee.

c) Meetings: The committee shall meet at least twice every year.

d) Quorum: The quorum for the meetings of the Committee shall be five (5) including the Chairman. Decisions shall be by simple majority and the Chairman shall have a casting vote.

e) Functions:

The Committee shall:

i) review procurement plans in order to ensure that they support the objectives and operations of the Institution, Faculty, Department or Entity;

ii) confirm the range of acceptable costs of items to be purchased and match these with the available funds in the approved budget;

iii) review the schedules of procurement and specifications and also ensure that the procurement procedures to be followed are in strict conformity with the University's procurement regulations;

iv) facilitate contract administration and ensure compliance with all reporting requirements under the University's regulations; and

v) ensure that stores and equipment are disposed of in compliance with the University's regulations.

4.1.5   Joint Council/Academic Board Committee

The Joint Council/Academic Board Committee on Honorary Degrees and Other Awards is a University Council Committee.

a) Composition:

i) Pro-Vice-Chancellor as Chairman

ii) Two (2) members to be appointed by Council

iii) Two (2) members to be appointed by the Academic Board

b) In Attendance: Deputy Registrar (Academic Affairs) shall be in attendance and serve as Secretary to the Committee.

c) Meetings: The committee shall meet at least twice every year.

d) Quorum: The quorum for the meetings of the Committee shall be four (4) including the Chairman and, at least one member appointed by the Academic Board

e) Functions:

To make recommendations to Council for the conferment of Honorary Degrees and other awards.

4.2 University Administration Committees

The University administration committees and boards are as follows:

4.2.1 Administration Committee

The Administration Committee (ADCOM) is the governing body of the University. The Administration Committee handles administrative matters of the University. It also serves as the policy-making body of the University.

a) Composition:

    i) Vice Chancellor as Chair

    ii) Pro-Vice-Chancellor

    iii) Registrar who shall serve as Secretary

    iv) Finance Officer

    v) Dean of Students

b) Meetings: The Administration Committee (ADCOM) shall meet at least once a week.

c) Quorum: Three members including the Vice Chancellor or Pro-Vice Chancellor constitute a quorum.

d) Functions:

The Administration Committee (ADCOM) shall:

    i) ensure the development of the University Strategic Plan, Academic Bulletin and Faculty and Staff Handbook for approval by the University Council;

    ii) approve the applicable key performance indicators for the Strategic Plan for submission to the University Council;

    iii) oversee the operationalization of the Strategic Plan of the University and ensure on-going reporting of the strategic priorities to the stakeholders;

    iv) ensure the development of processes and strategies for assessing and mitigating risks in achieving the strategic objectives of the University;

    v) review and approve the University's academic policies to improve the quality of education, recruitment and retention of qualified faculty and development of the student recruitment strategies ;

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vi) establish University policies and make the necessary academic and administrative decisions;

vii) review, approve and execute the recommendations of the various University committees and boards;

viii) oversee the preparation of the budget and establishment of financial policies and/or changes in the employee salary structure for final approval by the University Council;

ix) oversee the financial health of the University, establish policies and related procedures and make recommendations to the University Council for approval;

x) oversee the development and implementation of the University Infrastructure Projects in line with strategic priorities for presentation and approval by the University Council;

xi) establish policies and procedures on human resources and approve contractual agreements for final approval by the University Council;

xii) recommend for approval by the University Council the creation or abolition of regular positions, schools or departments;

xiii) recommend the appointment and dismissal of faculty and staff to the University Council for approval;

xiv) ensure the protection and improvement of the public image and reputation of the University and recommend appropriate strategies;

xv) act as liaison with Ghana Union Conference (GUC), West-Central Africa Division (WAD) and the General Conference of Seventh-day Adventists,

xvi) make the necessary recommendations to the University Council;

xvii) ensure compliance to applicable laws of the land and other government regulatory bodies.

4.2.2 Academic Board

There shall be an Academic Board of the University which shall be the highest body after the University Council.

a) Composition:

i) Vice Chancellor who shall be the Chairman

ii) Pro-Vice-Chancellor

iii) Registrar who shall be the Secretary

iv) University Librarian

v) Deans of Faculties

vi) Directors of Institutes

vii) Professors

viii) Heads of affiliated Colleges

ix) Senior Members of Council who are not members of the Academic Board in any other capacity

x) Two Senior members not below the rank of lecturer from each Faculty elected by the senior members of that Faculty

xi) All Heads of Academic Departments

xii) The University Chaplain

b) Meetings: The Board shall meet at least twice in each semester.

c) Quorum: A quorum for a meeting of the Board shall be one-third of the membership of the Board including the Vice Chancellor or his representative.

d) Functions:

The Academic Board shall be responsible for:

i) the organization and control of teaching in the University;

ii) the control of admissions to the various courses of study;

iii) determining the academic calendar;

iv) the promotion of research in the University;

v) the establishment, organization and control of campuses, schools, faculties, departments, institutes and other teaching and research units of the University;

vi) the allocation of responsibility for different branches of learning;

vii) the organization and control of courses of study at the University and examinations held in relation to those courses, including the appointment, discipline and removal of both internal and external examiners;

viii) the award of degrees, and such other qualifications as may be prescribed;

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ix) making recommendations to Council with respect to the award to any person of an honorary fellowship or honorary degree or the title of Professor Emeritus;

x) establishing and granting fellowships, scholarships, prizes and similar awards in so far as the awards are within the control of the University;

xi) determining what descriptions of dress shall be academic dress for the purposes of the University and regulating the use of the academic dress; and

xii) making recommendations for appointments and promotions of senior members to Council.

e) Power to make Regulations:

i) the Academic Board may make regulations for the exercise of its functions or for the purpose of making provision for any matter for which provision by regulations is authorized or required by the Constitution; and

ii) a provision shall be made in the regulations requiring that at least one of the persons appointed as external examiners at each final or professional examination held in relation to any course of study at the University shall be at least an Associate Professor of the discipline to which the course relates at some other accredited University of high repute.

f) Limitation of Powers:

i) the Academic Board shall not establish any new campus, faculty, department, school, institute or other teaching and research units of the University, or similar institutions at the University, without the approval of Council; and

ii) the Academic Board, without approval of Council, shall not deprive any person of any degree, diploma or other award of the University which has been conferred upon him if he is proved guilty of dishonourable or scandalous conduct in gaining admission into the University or obtaining that award.

4.2.3   Committees of the Academic Board

The following are the committees of the Academic Board:

4.2.3.1 Executive Committee

a) Composition:

The Executive committee of the Academic Board shall consist of:

i) Vice-Chancellor as Chairman

ii) Pro-Vice-Chancellor

iii) Deans of Faculties

iv) Dean of Students

v) Dean, School of Graduate Studies

vi) Registrar

vii) One representative from each Faculty

b) In Attendance:

The Deputy Registrar (Academic) shall be in attendance and serve as Secretary.

c) Quorum:

The quorum for meetings of the Committee shall be one-half (1/2) of its total membership.

d) Functions:

i) Subject to the approval or ratification by the Academic Board, to take such actions and make such decisions as may be necessary to implement the general policy established by the Academic Board; and

ii) To carry out such other functions as may, from time to time, be referred or delegated to it by the Academic Board.

4.2.3.2 Appointments and Promotions Committee

There shall be the University Appointments and Promotions Committee (UAPC) which shall be a sub-committee of the Academic Board.

a) Composition:

i) Vice Chancellor as Chairman

ii) Pro-Vice Chancellor

iii) Registrar

iv) Two (2) full Professors elected by the Academic Board of the University

v) The Dean of the Faculty of the candidate under consideration provided that the Dean shall not be below the rank to which the candidate is seeking to be promoted in which case a senior member of that rank or higher in the faculty, or cognate faculty shall represent the Dean

vi) The Head of Department of the candidate shall be in attendance provided he is not below the rank to which the candidate is seeking to be promoted

vii) Regarding interviews for new appointments to the rank of Professor, an External Assessor shall be appointed to serve on the Committee and

viii) The Deputy Registrar (Human Resources) shall be the Secretary

b) Quorum:

i) One-half (1/2) of its total membership; and

ii) Regarding appointments and promotions to the positions of Deputy Registrars, Deputy Finance Officers, Deputy Internal Auditors, Deputy Librarians, an external assessor shall be appointed to serve on the Committee. No business shall be conducted unless the Vice Chancellor is present.

c) Functions:

i) To receive applications for promotions from Senior Members. Such applications shall, in the first instance, be considered by either the Faculty Appointments and Promotions Sub-Committee or the Administration Appointments and Promotions Sub-Committee as appropriate;

ii) To make recommendations for the appointments and promotions of Professors, including Honorary and Visiting Professors, Heads of Department and other Senior Members, through the Academic Board, for approval; and

iii) To draw up rules and/or regulations and procedures for Appointments and Promotions and to revise them periodically.

Appointments and Promotions Sub-Committees

The Appointment and Promotions Committee shall have:

[1] **Faculty Appointments and Promotions Sub-Committee**

i) The Faculty Appointments and Promotions Sub-Committee shall be chaired by the Dean of the Faculty. Where the Dean is below the rank of the position being considered, in which case a senior member of that rank or above from the faculty shall Chair the Committee, all the papers of the candidate shall be forwarded to the University Appointments and Promotions Committee;

ii) The membership shall be all Professors and the Dean of the Faculty provided that the rank of such a Dean shall not be below the rank to which the candidate is seeking to be appointed or promoted. With regard to new appointments, the Head of Department of the candidate shall be in attendance provided that his rank is not below that which the candidate is being considered for;

iii) The Faculty Appointments and Promotions Sub-Committee shall meet at least twice a semester;

iv) Applications for promotions shall be forwarded to the Head of Department in the first instance. The Head of Department shall then forward each application with his comments to the Dean within one month. Upon receipt of the application, the Dean shall refer it to the Faculty Appointments and Promotions Sub-Committee for consideration within two (2) weeks. No application shall be withheld from the Faculty Appointments and Promotions Sub-Committee;

v) The Sub-Committee shall consider all applications for appointments and promotions and shall forward the papers of all applicants with its comments and recommendations to the University Appointments and Promotions Committee within one month of receipt of the application;

vi) Where any member of the Sub-Committee is being considered for promotion, he shall not participate in the discussion;

vii) No business shall be conducted by the Sub-Committee unless there are, at least three (3) members present including the Dean of the Faculty; and

viii) If in the observation of the provision of sub-clauses (ii) and/or (vii) of this clause, the membership of the Sub-Committee is less than three (3), then the papers of the candidate shall be forwarded directly to the University Appointments and Promotions Committee for its consideration.

[2] **Administration Appointments and Promotions Sub-Committee**

i) The Administration Appointments and Promotions Sub-Committee shall consist of the Pro-Vice Chancellor as Chairman, University Librarian, Registrar, Finance Officer, Internal Auditor, Director of Works & Physical Development, and Director of University Health Services;

ii) The Deputy Registrar (Human Resources) shall be the Secretary;

iii) The Sub-Committee may co-opt any other members as appropriate to assist in its work;

iv) All applications for appointments and promotions shall be forwarded to the Registrar in the first instance. The Registrar shall then forward each application with his comments to the Administration Promotions Sub-Committee for consideration within one month. No application shall be withheld from the Registrar and the Registrar in turn shall not withhold any application(s) from the Administration Appointments and Promotions Sub-Committee;

v) The Sub-Committee shall consider all appointments and promotions and shall forward the documents of all applicants with its recommendations to the University Appointments and Promotions Committee within one month of receipt of the applications; and

vi) The Administration Appointments and Promotions Sub-Committee shall meet as and when applications are received.

[3] **Appeals Relating to Promotions**

i) Any Person aggrieved and dissatisfied by a decision of the University Appointments and Promotions Committee may within one month of the notification of the decision to him, petition the Appointments and Promotions Committee.

ii) The University Appointments and Promotions Committee may, on receipt of the petition, review its own decisions affecting the promotion of that person at the next meeting of the Committee.

iii) Appeals shall be handled by the University Appointments and Promotions Committee forwarded to the University Council within three (3) months.

iv) In considering such appeals, Council may be assisted by an expert or experts appointed by Council.

4.2.3.3   Budgetary Committee

a) Composition:

i) Vice Chancellor as Chair

ii) Pro Vice Chancellor

iii) Registrar

iv) Deans of Faculties/Schools

v) The University Librarian

vi) Dean of Students

vii) Dean of Graduate Studies

viii) Finance Officer

ix) The Director of University Health Services

x) The Director of Works and Physical Development

xi) One Hall Dean elected by Hall Deans

xii) Head, Planning and Quality Assurance Unit

b) In Attendance: The Deputy Registrar (General Administration) shall be in attendance and shall serve as Secretary.

c) Meetings: The committee shall meet at least twice every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership

e) Functions:

i) Administer the finances and property of the University except where such functions have been assigned by Council or the University Constitution to another person or body; and

ii) perform other acts as Council or the Academic Board may authorize.

4.2.3.4   Library Committee

The Library Committee shall function as follows:

a) Composition:

i) Pro Vice-Chancellor, as Chairman

ii) University Librarian

    iii) The Head, Information Technology Services Department

    iv) One member to be elected by each Faculty Board

    v) Two (2) members to be appointed by the Students' Representative Council (SRC)

    vi) The Manager, University Bookshop

    vii) One senior member representative from the University Library elected by the Staff of the Library

b) In Attendance:

    i) Registrar or his representative who shall not be below the rank of Assistant Registrar as Secretary;

    ii) Finance Officer or his representative not below the rank of Accountant;

    iii) The most senior Deputy Librarian shall be in attendance.

c) Meetings: The committee shall meet at least once every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

    i) Subject to the approval of the Academic Board, to formulate policies for the maximum development and utilization of all Libraries in the University;

    ii) To perform any other relevant functions that may be referred or delegated to it by the Board.

4.2.3.5 Books & Publications Committee

a) Composition:

    i) Pro-Vice Chancellor, as Chairman

    ii) One member to be elected by each Faculty

    iii) One member to be appointed by the Students' Representative Council (SRC)

    iv) University Librarian

    v) The Public Relations Officer

    vi) Editor-in-Chief of the University Journal

b) In Attendance:

    i) Finance Officer or his representative who shall not be below the rank of Accountant;

    ii) A representative appointed by the Registrar shall serve as Secretary.

c) Meetings: The Committee shall meet at least once every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions: Subject to the approval of the Academic Board:

    i) to formulate policies on University publications;

    ii) to publish books and periodicals in the University; and

    iii) to administer such funds as may be provided for such publications.

4.2.3.6 Research & Conferences Committee

a) Composition:

    i) Vice Chancellor, as Chairman

    ii) Pro Vice Chancellor

    iii) Registrar

    iv) Deans of Faculties

    v) Deputy Registrar (Human Resources)

    vi) One member elected by each Faculty, who is not below the rank of Senior Lecturer

    vii) Dean of School of Graduate Studies

b) In Attendance:

    i) the Head of the Department of the applicant; and

    ii) a representative appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least two times in a semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

    Subject to the approval of the Academic Board:

i) to formulate and publish the research policies and priorities of the University and to provide guidelines for proposals;

ii) to examine and take appropriate action on all applications for grants chargeable to the Research and Conference Funds; and

iii) to receive and publish reports on research and conferences from Departments and prepare annually a comprehensive report for submission to the Academic Board.

4.2.3.7 Scholarships Committee

a) Composition:

i) Vice Chancellor, as Chairman

ii) Pro-Vice Chancellor

iii) Registrar

iv) Dean of School of Graduate Studies

v) Deans of Faculties

vi) Finance Officer

b) In Attendance:

i) Deputy Registrar (Human Resources)

ii) The Head of Department of the applicant

c) Meetings: Meetings shall be held at least twice a semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its membership.

e) Functions: Subject to the approval of the Academic Board:

i) to advise the Academic Board on University Scholarships policy;

ii) to consider the award of scholarships;

iii) to consider applications for the grant of study/sabbatical leave; and

iv) to advise on human resource development requirements of the University.

4.2.3.8 Planning and Resources Committee

a) Composition:

    i) Vice Chancellor as Chairman

    ii) Pro-Vice Chancellor

    iii) Registrar

    iv) Deans of Faculties/Schools

    v) University Librarian or Deputy Librarian

    vi) Finance Officer

    vii) Director of University Health Services

    viii) Director of Works & Physical Development or Chief University Architect

    ix) Internal Auditor

    x) The Committee may co-opt any number of persons from time to time to advise on technical issues. Such persons shall not have the right to vote.

b) In Attendance: The Deputy Registrar (Human Resources) who shall serve as Secretary to the Committee.

c) Meetings: The committee shall meet at least once every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of the total membership including:

    i) The Vice Chancellor or Pro Vice-Chancellor

    ii) Registrar

    iii) Finance Officer

    iv) Director of Works and Physical Development or Chief Architect

e) Functions:

    i) To advise the Academic Board on the future development of the University on matters regarding academic, physical, financial and human resource development;

    ii) To advise the Academic Board on appropriate planning and strategies covering all aspects of the University's activities as stated in paragraph (i) above;

iii) To give general guidelines and directions to the operations of the Planning Unit;

iv) To advise the Academic Board on matters relating to the establishment of new departments;

v) To consider the immediate and long-term academic needs of the University and design appropriate strategies and plans to meet them; and

vi) To advise on new programmes of study for the University, taking into consideration the manpower needs of the nation and constituency, and the goals set for the University.

4.2.3.9 Joint Undergraduate Admissions Committee

a) Composition:

  i) A Chairman appointed by the Vice Chancellor

  ii) One member appointed by the Vice Chancellor

  iii) All Deans of Faculty; and

  iv) All Heads of Department

b) In Attendance: The Deputy Registrar responsible for Academic Affairs shall be in attendance and serve as Secretary to the Committee.

c) Term of Office: The members shall hold office for not more than two (2) terms of two (2) years each.

d) Meetings: The committee shall meet at least twice every semester.

e) Quorum: The quorum for all meetings shall be the Chairman and eight (8) other members.

f) Functions:

  i) To recommend, in consultation with the Deans of Faculties and Heads of Department, students for admission into all Faculties of the University in accordance with the admission requirements and the University's admissions policy;

  ii) To continually advise on the review of the University's admissions policy;

  iii) To advise on the review of the admissions requirements of the University from time to time on the recommendations of the Deans of Faculty and Heads of Department; and

iv) To perform any other relevant functions which may be referred or delegated to it by the Academic Board.

4.2.3.10   IT Services Committee

a) Composition:

i) Vice Chancellor as Chair

ii) Pro-Vice Chancellor

iii) Director of Information Technology Services

iv) Registrar

v) Finance Officer

vi) Dean of Students

vii) Deputy Registrar (Academics)

viii) Deputy Registrar (University Relations)

ix) University Librarian

x) One senior member from each School

xi) Two (2) members to be appointed by the Students' Representative Council (SRC)

b) In Attendance:

i) A representative appointed by the Registrar shall serve as Secretary.

ii) One technical representative from Information Technology Services (ITS) department

iii) The most senior Deputy Librarian shall be in attendance.

c) Meetings: The committee shall meet at least once every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

i) To formulate policies for optimum utilization of IT resources within the University;

ii) To approve heavy expenditure on IT equipment, IT infrastructure development and IT resources;

iii) To make decisions on improvements in IT services and development;

iv) To perform any other relevant functions that may be referred or delegated to it by the Academic or Welfare Services Board.

4.2.4 Welfare Services Board

There shall be a Welfare Services Board which shall be responsible to Council through the Vice Chancellor.

a) Composition:

    i) Vice Chancellor, as Chairman

    ii) Pro-Vice-Chancellor

    iii) Registrar

    iv) Dean of Students

    v) University Chaplain

    vi) Finance Officer

    vii) Internal Auditor

    viii) Hall Deans

    ix) All heads of non-academic units

    x) Two (2) members elected by Convocation from among its members

    xi) One member elected by the Senior Staff

    xii) One member elected by the Junior Staff, and

    xiii) Four (4) students: two (2) resident (one of which shall be a post-graduate) and two (2) non-resident (one of which shall be a post-graduate) appointed by the Students' Representative Council (SRC).

b) In Attendance: The Secretary to the Welfare Services Board shall be the Deputy Registrar (General Administration).

c) Term of Office: Elected members of the Welfare Services Board shall serve a term of three (3) academic years only.

d) Elections: Elections shall be held not later than 1st April of the preceding academic year in which the appointee or the person elected is to begin his term of office.

e) Quorum: The quorum for the transaction of business of the Welfare Services Board shall be one-half (1/2) of its total membership.

f) Functions: The functions of the Welfare Services Board shall be:

    i) to consider all matters affecting the welfare services in the University and within the scope of policy approved by Council, and take appropriate actions as the Welfare Services Board may deem necessary;

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ii) to make reports and presentations to Council either on initiative or at the request of Council on any matters; and

iii) to make regulations to ensure the proper functioning of the Hall system.

g) Meetings of the Welfare Services Board:

i) The Vice-Chancellor shall convene a meeting of the Welfare Services Board at least once every semester. At least seven (7) days' notice shall be given for such a meeting and of the matters to be considered.

ii) Emergency meetings may be convened by the Vice-Chancellor at any time upon giving all members of the Board written notices.

iii) A special meeting of the Welfare Services Board may be convened upon the written request of at least six Board members submitted to the Vice Chancellor with an agenda to be discussed at such a special meeting.

iv) In the event of request being made, the Vice Chancellor shall convene a meeting within seven (7) days of his receipt of the request.

v) The notice of such a meeting should include matters to be considered.

4.2.5 Committees of the Welfare Services Board

There shall be committees of the Welfare Services Board:

a) The committees of the Welfare Services Board, their membership and functions shall be in accordance with provisions set out in the Constitution.

b) The term of office of all elected and/or appointed members of these committees shall be three (3) academic years. They shall be eligible for re-election or re-appointment for another term of three (3) academic years and can be reconsidered after a three (3) year lapse.

c) Elections shall be held not later than 1st April of the preceding academic year in which the appointee or the person elected is to begin his term of office.

4.2.5.1 Estate Management Committee

a) Composition:

i) Vice Chancellor, as Chairman

ii) Pro-Vice Chancellor

iii) Registrar

iv) Finance Officer

v) Director of Works and Physical Development

vi) Estate Officer

vii) Environmental Engineer

viii) All Hall Deans

ix) One member elected by Senior Staff

x) One member elected by Junior Staff

xi) One member elected by the Health Services Management Committee

b) In Attendance:

i) Chairman, Senior Members Housing Sub-Committee

ii) Chairman, Senior Staff Housing Sub-Committee

iii) Chairman, Junior Staff Housing Sub-Committee

iv) Landscape Consultant

v) Environmental Consultant

vi) Assistant Registrar/Senior Assistant Registrar (General Administration) as Secretary

c) Meetings: The Estate Management Committee shall meet once in a semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions: To be responsible under the Welfare Services Board for the efficient running of the Estate including buildings, grounds and gardens; and, to ensure that the policy decisions taken by the Welfare Services Board are carried out;

i) To recommend modification of policies to the Welfare Services Board;

ii) To perform any other functions as may be referred or delegated to it by the Welfare Services Board.

4.2.5.2 Housing Committee

a) Composition:

> **i)** Pro-Vice Chancellor, as Chairman
>
> **ii)** One member elected from each Faculty or School
>
> **iii)** Chairman, Senior Member Housing Sub-Committee
>
> **iv)** Chairman, Senior Staff Housing Sub-Committee
>
> **v)** Chairman, Junior Staff Housing Sub-Committee
>
> **vi)** Deputy Registrar (General Administration)
>
> **vii)** Maintenance Engineer
>
> **viii)** Estate Officer

b) In Attendance: Assistant Registrar/Senior Assistant Registrar (General Administration) shall be in attendance and serve as Secretary to the Committee.

c) Meetings: The Housing Committee shall meet at least once every semester

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

> **i)** To keep the housing accommodation of the University regularly under review and to determine its adequacy to the needs of staff and advise the Welfare Services Board accordingly;
>
> **ii)** To advise the Welfare Services Board on the establishment and administration of an equitable system for allocating the University housing units;
>
> **iii)** To set up such subcommittees as may be appropriate;
>
> **iv)** To advise the Welfare Services Board on the University Housing Policy; and
>
> **v)** To allocate houses to members of staff in accordance with established policy.

4.2.5.3 Health Services Management Committee

a) Composition:

> **i)** Appointee of Vice Chancellor, as Chairman

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ii) Registrar or his representative

iii) One Hall Dean/Warden, appointed by the Welfare Services Board

iv) Director of the University Health Services

v) Head of Nursing Department

vi) Dean of Students

vii) Environmental Engineer

viii) The Finance Officer or his representative

ix) The University Chaplain

x) One member elected by Senior Staff

xi) One member elected by Junior Staff

xii) Two students who are not in the first year, appointed by the Students' Representative Council (SRC)

xiii) One representative of Convocation

b) In Attendance:

i) Pharmacy Superintendent

ii) The Chief Nursing Officer

iii) The Chief Health Superintendent

iv) Hospital Administrator as Secretary

c) Meetings: The Health Services Management Committee shall meet at least once every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

i) To keep under review the efficient and effective functioning of the University Health Services and make recommendations to the Welfare Services Board;

ii) To consider and advise the adequacy of medical, paramedic and ancillary staff of the University Hospital to ensure efficiency in health service delivery to the University Community;

iii) To keep records of reported cases of illnesses or diseases in the University Hospital and make recommendations thereon annually to the Welfare Services Board for appropriate action;

iv) To make recommendations to the Welfare Services Board on the replacement of machinery and equipment, and the procurement of medication for the efficient delivery of health services; and

v) To advise and coordinate thorough medical checks, at least, once every four years for all members of staff and annually for staff exposed to high health risk occupation;

vi) To implement the medical records automation and maintenance.

4.2.5.4   Safety and Security Services Committee

a) Composition:

i) Chairman, a Senior Member, appointed by the Vice-Chancellor

ii) Dean of Students

iii) Deputy Registrar (General Administration)

iv) Head, University Security Services

v) Head, University Legal Services

vi) One person representing the Committee of Hall Deans/Warden

vii) One person representing the Finance Officer not below the rank of Accountant

viii) The Estate Officer

ix) The Maintenance Engineer

x) Transport Engineer

xi) Head, Fire Prevention Unit

xii) One person elected by Senior Staff

xiii) One person elected by Junior Staff

xiv) One student not in the first year, appointed by the Students' Representative Council (SRC)

xv) The Secretary of the Committee shall not be below the rank of Assistant Registrar and shall be appointed by the Registrar

b) In Attendance: The committee may co-opt a member(s).

c) Meetings: The Security Services Management Committee shall meet at least two (2) times in a semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

    i) To exercise oversight responsibility over management of the Security System in the University;

    ii) To keep under regular control and review the effective functioning and/or running of the Security System on campus;

    iii) To make regulations for, and/or put in place adequate measures for ensuring the safety and security of life and property;

    iv) To advise the Welfare Services Board on the security on campus;

    v) To perform any other functions that may be referred or delegated to the Committee by the Welfare Services Board.

4.2.5.5 VVU Basic & High Schools Committee

VVU Basic and High Schools Management Committee shall consist of:

a) Composition:

    i) A Senior Member appointed by the Vice-Chancellor as Chair

    ii) Deputy Registrar (Human Resources)

    iii) One person representing the Finance Officer not below the rank of Accountant

    iv) The Director of Works and Physical Development who shall be a Senior Member

    v) Union Director of SDA Schools

    vi) The Head of Education Department

    vii) The Heads of VVU Basic Schools and Senior High School

    viii) One Teacher from each Basic School and Senior High School

    ix) Two (2) Parent /Teacher Association (PTA) Chairpersons representing VVU Nursery/ Day Care, Primary, Junior High Schools and Senior High Schools

b) In Attendance:

    i) An Assistant Registrar appointed by the Registrar shall serve as secretary to the Committee;

    ii) Head, VVU Basic Schools and Senior High School Accounts Section;

    iii) VVU Basic Schools/Senior High School Administrative Assistant.

c) **Meetings:** The Committee shall meet at least once in a semester.

d) **Quorum:** The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) **Functions:**

i) To exercise oversight responsibility over the administration of the VVU Basic Schools;

ii) To formulate and implement the academic policy of the VVU Basic Schools and Senior High School, and generally to regulate and approve, within the general scope of Ghana Education Service (GES) policy, the programmes of study and activities in the Basic Schools and Senior High School;

iii) To consider the immediate and long term academic, physical, financial, developmental and human resource needs of the VVU Basic Schools and Senior High School and to recommend to the Welfare Services Board the appropriate plans and strategies to meet them;

iv) To make, either on its own initiative, or at the request of the University Administration, reports and recommendations on any matter or matters affecting the VVU Basic Schools and Senior High School and within the scope of policies approved by the Ghana Education Service (GES) and the University, and to take such action or actions, as it may deem necessary for the development, welfare and good governance of the entire VVU Basic Schools and Senior High School system;

v) To recommend teachers for appointment and promotion by the University Appointments and Promotions Board;

vi) To make regulations for, and handle admissions into Basic Schools and Senior High School;

vii) To regulate and control the activities of the Parent- Teacher Associations (PTAs) and any other such bodies as necessary to bring them into conformity with policies and directives approved by the University;

viii) To exercise any other functions and powers as may be assigned to them by the Welfare Services Board or the Administration.

4.2.5.6 Transport Committee

a) Composition:

    i) Chairman, a Senior Member appointed by the Vice Chancellor

    ii) Deputy Registrar (General Administration)

    iii) Transport Officer

    iv) Head, University Security Services

    v) Head, University Legal Services

    vi) Welfare Officer

    vii) One person elected by Senior Staff

    viii) One person elected by Junior Staff

    ix) One person representing the Finance Officer not below the rank of Accountant

    x) One student, not in the first year, appointed by the Students' Representative Council (SRC)

b) In Attendance:

    i) Administrative Assistant (Transport Department)

    ii) Head of Accounts Section (Transport Department)

    iii) The Secretary of the Committee shall not be below the rank of Assistant Registrar and shall be appointed by the Registrar.

c) Meetings: The Committee shall meet at least two times in a semester

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

    i) To exercise oversight responsibility over the organization and management of the Transport Services in the University;

    ii) To keep under regular control and review the effective functioning and/or running of the University's own commercial transport (Shuttle) system on campus;

    iii) To make regulations for, and monitor, the organization and running of private taxis and other such allied services on campus;

    iv) To make regulations for and/or put in place measures for ensuring the safety of both human and vehicular traffic on campus;

v) To advise the Welfare Services Board on the University transport system;

vi) To perform any other functions that may be delegated to the Committee by the Welfare Services Board.

4.2.5.7   Chaplaincy Board

a) Composition:

    i) Pro-Vice Chancellor who shall Chair the Board

    ii) Dean of Students

    iii) Head of Theology Department

    iv) University Chaplain

    v) Associate University Pastor

    vi) Student Chaplain

    vii) University Church Elder

    viii) Finance Officer or his Representative

    ix) Two ordained pastors from the Theology Department

    x) Two other Students Representatives

    xi) All Hall Deans.

b) Meetings: The Board shall meet at least twice in a semester

c) Quorum: The quorum for the meetings of the Board shall be one-half (1/2) of its total membership.

d) Functions:

    i) Plan for spiritual guidance, welfare, and activities of the students, faculty and staff;

    ii) Plan special religious events such as Week of Spiritual Emphasis, and recommend speakers for such special events;

    iii) Create an opportunity for ministerial practicum for Theology majors in conjunction with the local district of Seventh-day Adventist churches;

    iv) Develop and implement a spiritual master plan for the University; and

    v) Plan and promote the construction of a permanent place of worship on campus.

4.3 Other Committees

Other committees have been constituted by the Vice Chancellor to assist in the operations and internal management of the University. The term of membership shall be two years renewable at the discretion of the Vice Chancellor. These committees are listed below:

4.3.1 Vice Chancellor's Committee

The Vice Chancellor's Committee is a key advisory committee to the Vice-Chancellor on all matters relating to the management of the University and on the setting of strategic directions and the development of policy.

a) Composition:

The Vice Chancellor's Committee consists of the following members:

i) Vice Chancellor, as Chairman

ii) Pro-Vice Chancellor

iii) Registrar

iv) Rector of Extension Campus

v) Finance Officer

vi) Dean of Student Affairs

vii) Deans of Schools/Faculty

viii) University Chaplain

ix) University Librarian

x) Director of Works & Physical Development

xi) Internal Auditor

xii) Deputy Registrar (Administration)

xiii) Deputy Registrar (Academic Affairs)

xiv) Deputy Registrar (University Relations)

xv) Deputy Registrar (Human Resources) as member and Secretary;

b) Meetings: The Committee shall meet at least once every month or at the call of the Chair.

c) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

d) Functions: The Vice-Chancellor's Committee shall provide advice to the Vice-Chancellor on the following matters:

    i) the management of the University;

    ii) the relevance, implementation and modification of existing policies and strategies, and on the development of new ones considered desirable;

    iii) the development and review of strategic and operational planning through the review of plans, and negotiation of planning outcomes;

    iv) institutional performance in all areas of its operation;

    v) the development of the University's budget methodology and budget allocation;

    vi) the academic and infrastructure planning and development of the University;

    vii) the assurance of regulatory compliance and ethical accountability for the institution;

    viii) reports containing recommendations and advice from different committees of the University;

    ix) the continued development of University-wide communication and cooperation; and

    x) other strategic matters referred to the Committee by members.

4.3.2 School/Faculty Examinations Committee

The School/Faculty Examinations Committee (SEC) is in charge of examinations and each School/Faculty shall have a School/Faculty Examinations Committee.

a) Composition: The School/Faculty Examinations Committee consists of the following members:

    i) Chair, Dean of the School

    ii) Examination Officer of the School/Faculty

    iii) Heads of Departments

    iv) Two faculty representatives appointed by the School/Faculty Board.

b) In Attendance:

    i) Director of Quality Assurance or his representative

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ii) Deputy Registrar (Academics) or his representative

iii) Estate Officer

iv) Environmental & Sanitation Officer

v) The committee's secretary shall be appointed by the Dean of the School.

c) Meetings: The committee shall meet at least twice every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions: The School/Faculty Examinations Committee shall:

i) prepare examination time table and make physical arrangements e.g. lecture halls, sanitation and other facilities in consultation with the Estate Officer and Environmental and Sanitation Officer;

ii) be responsible for the preparation of seating arrangements and other facilities;

iii) be responsible for the custody of the examination questions and records;

iv) ensure that adequate stationery, like answer sheets, stapler, staple pins, drawing sheets, graph paper, attendance sheets for students and invigilators, trays, threads, water, clocks, etc. are made available in the examination halls;

v) prepare invigilation schedules and Invigilation Duty Roster that will be distributed to faculty members at least two weeks before the beginning of examinations;

vi) hold a meeting before the beginning of examinations to brief the faculty members on the examination procedures and the role and responsibilities of Invigilators and Examination Coordinators;

vii) appoint Examination Coordinators by rotation for a period of one year only;

viii) carry out examinations, process results for approval, publish results and keeping the record of each and every issue related to the examination;

ix) deal with disciplinary issues arising from examination malpractices and forward the recommendations to the Vice Chancellor for necessary action.

x) perform other duties related to examinations as assigned by the Vice Chancellor.

4.3.3 Curriculum Review Committee

The Curriculum Review Committee is empowered to revise the curriculum in the School and each School/Faculty shall have a Curriculum Review Committee.

a) Composition: The Curriculum Review Committee consists of the following members:

    i) Dean of School as Chair

    ii) Heads of Departments

    iii) Examination Officer

    iv) Two faculty members appointed by the Dean within the School

    v) One representative appointed by the Rector from each extension campus

b) In Attendance:

    i) The Committee Secretary shall be appointed by the Dean of the School

    ii The committee may co-opt a member(s)

c) Meetings: The committee shall meet at least two times every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

    i) Review the curriculum/syllabus yearly in the light of changes in the National Accreditation Board guidelines and to update the curriculum to suit the changes in technology and industry requirements;

    ii) Review the curriculum/syllabus taking into consideration views from experts in the related field;

    iii) Submit the revised academic syllabus to the Vice Chancellor for publication every year before the end of the semester.

4.3.4 Quality Assurance Committee

a) Composition: The Quality Assurance Committee consists of the following members:

    i) Director of Quality Assurance, as Chair

ii) Registrar or his/her representative

iii) Finance Officer or his/her representative

iv) Dean of Students Affairs or his/her representative

v) Deans of Schools or their representatives

vi) Examination Officer from each School

vii) Director of Centre for Adult and Distance Education

ix) Estate Officer

x) Hall Deans

xi) Security Officer

b) Meetings: The committee shall meet at least twice every semester.

c) In Attendance: Assistant Registrar appointed by the Registrar shall serve as Secretary.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions: The Quality Assurance Committee shall:

i) develop, revise and apply University quality assurance policies;

ii) assess quality in all areas of University operations including but not limited to classroom teaching, infrastructure, equipment, residence halls, construction, sanitation, cafeteria, hospital, bakery, offices, water and power supply, etc.

iii) advise or provide suggestions to the Vice Chancellor on the areas of improvements in the University;

iv) oversee the implementation of quality course module development by faculty members in conjunction with the Books and Publication Committee;

v) work with the Deans, Heads of Departments and Heads of Units on the implementation of the National Accreditation Board(NAB), National Council for Tertiary Education (NCTE), Nursing & Midwife Council, Adventist Accrediting Association (AAA) and International Board of Education's recommendations;

vi) perform any other related function.

4.3.5 Distance Education Management Committee

a) Composition: The Adult and Distance Education Management Committee consists of the following members:

    i) Dean of School appointed by the Vice Chancellor, as Chair

    ii) All School Deans

    iii) Examination Officers from Schools/Faculties

    iv) Deputy Registrar (Academic Affairs)

    v) Director of Centre for Adult and Distance Education

b) Meetings: The committee shall meet at least twice every semester.

c) In Attendance: Assistant Registrar appointed by the Registrar shall serve as Secretary.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions: The Distance Education Management Committee shall:

    i) assign teaching schedule to faculty members;

    ii) recommend to the Vice Chancellor the applicants for appointment as lecturers;

    iii) organize examinations and ensure uniformity of examinations in all VVU campuses;

    iv) approve examination results and forward the results to the Academic Board for final approval;

    v) approve graduating students and forward the list to the Academic Board for final approval;

    vi) evaluate teachers handling courses in the Centre for Adult and Distance Education and to monitor the quality of teaching and timely submission of grades;

    vii) report any misconduct on the part of a faculty or staff member to the Vice Chancellor for investigation;

    viii) deal with disciplinary issues involving students caught in examination malpractices according to the University policies and submit the recommendations to the Vice Chancellor for necessary action.

    ix) perform other duties related to distance education as assigned by the Vice Chancellor.

4.3.6 Senior Members Disciplinary Committee

The Senior Members Disciplinary Committee is in charge of investigating cases of misconduct among the senior members in the University. The Committee will examine appropriate ways of finding a solution to the case and if the matter is not resolved, the committee will submit its report and recommendations to the Vice Chancellor for necessary action.

a) Composition:

The Senior Members Disciplinary Committee consists of the following members:

i) Pro-Vice Chancellor as Chair

ii) Three (3) representatives from Academic Board

iii) Two (2) representatives elected by Council of Convocation : one faculty member and one administrative member

iv) One (1) pastoral representative recommended by the School of Theology and Missions

v) University Lawyer

b) In Attendance: University Chaplain and Director of Counseling.

c) Meetings: The Committee shall meet at least two times every semester or at the call of the Chair.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions: The role of the Disciplinary Committee is to:

i) develop and apply disciplinary policies for the University;

ii) receive cases from the Vice Chancellor and also to receive complaints from within and without Valley View University involving acts of misconduct by senior members that violate the University goals, mission and code of ethics;

iii) determine if a complaint has merit;

iv) conduct all disciplinary hearings;

v) facilitate an amicable solution to a complaint where possible;

vi) make a decision on a complaint after the completion of the disciplinary proceedings;

vii) work with the university legal counsel on the implications of the decision in situations where the respondent is an employee;

viii) recommend the necessary action to the Vice Chancellor; and

ix) address other disciplinary issues referred to the committee by the Vice Chancellor.

4.3.7 Sports Committee

a) Composition: The Sports Committee consists of the following members:

i) Chairman, a Senior Member appointed by the Vice Chancellor

ii) Director of Sports

iii) One Senior Member-Faculty

iv) One Senior Member-Staff

v) One Senior Staff

vi) One Junior Staff

vii) SRC Representative

b) Meetings: The committee shall meet at least once every semester.

c) In Attendance: Registrar or his representative who shall not be below the rank of Assistant Registrar as Secretary

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

i) Develop and implement the University Sports Policy;

ii) Prepare yearly sports schedule of activities;

iii) Plan on how to regularly engage students in sports activities throughout the semester;

iv) Collaborate with Student Life & Services on sports activities;

v) Make recommendations to Vice Chancellor on procurement of required sports equipment;

vi) perform other duties related to sports as assigned by the Vice Chancellor.

4.3.8 Media Center Management Board

a) Composition: The Media Center Management Committee consists of the following members:

    i) Chair, A senior member appointed by the Vice Chancellor

    ii) Finance Officer or his representative

    iii) Deputy Registrar (University Relations)

    iv) Manager of VVU Media Center

    v) University Chaplain or his representative

    vi) One Faculty Member from each School

    vii One SRC representative

    viii Communication Director, Ghana Union

    ix One external representative from the media

b) In Attendance: A representative appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least three times every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions: The Committee shall:

    i) develop and implement the strategic plan for Valley View University Media Centre;

    ii) develop and implement the Media Centre policies;

    iii) give guidelines and directions on the operations of the Media Centre;

    iv) approve equipment and infrastructure expenditure for the Media Centre;

    v) supervise and monitor the programs that are put on air;

    vi) ensure regulatory compliance and ethical accountability in the operations of the Media Centre;

    vii) develop collaborations with other Media Centers to improve the Media Centre services;

    viii) develop and implement innovative ideas to develop the media centre;

    ix) perform other relevant functions that may be referred or delegated to it by the Vice Chancellor.

4.3.9   Projects Committee

a) Composition: The Projects Committee consists of the following members:

    i) Vice Chancellor, as Chairman

    ii) Registrar

    iii) Finance Officer

    iv) Dean of Students Affairs

    v) Director of Works and Physical Development

    vi) One Senior Member

    vii) One Senior Staff

    viii) One Junior Staff

b) In Attendance:

    i) Quantity Surveyor;

    ii) Assistant Registrar appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least once every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

    i) Develop and implement the projects policy for the University;

    ii) Provide preliminary recommendations of major projects;

    iii) Initiate, implement and supervise minor projects;

    iv) Supervise and monitor ongoing projects; and

    v) Provide monthly project progress reports and recommendations to the Vice Chancellor;

    vi) perform any other related function.

4.3.10   Procurement Committee

a) Composition: The Procurement Committee consists of the following members:

    i) A senior member to be appointed by the Vice Chancellor, as Chairperson

ii) Purchasing Officer

iii) One Hall Dean

iv) Director of Works & Physical Development

v) Store Keeper

vi) Director of IT Services

vii) Director of Food Services

viii) One Senior Member

b) In Attendance: A representative of the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least once every week.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

i) To develop and apply procurement policy for the University;

ii) To approve procurement requests from departments and other units;

iii) To secure invoices from different vendors;

iv) To ensure approved requests are purchased and delivered appropriately;

v) To perform any other related function.

4.3.11   Work-Study Committee

a) Composition: The Work-Study Committee consists of the following members:

i) Chair, A senior member appointed by the Vice Chancellor

ii) Finance Officer or his representative

iii) Deputy Registrar (Human Resources)

iv) Director of Works & Physical Development

v) A Senior Member appointed by the Vice Chancellor.

b) In Attendance: Assistant Registrar appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least once every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions: The Committee shall:

i) develop and apply Work-Study Policies for the University;

ii) receive the list of work study applicants from the Office of the Human Resources and organize an interview and recommend successful applicants to the Vice Chancellor for approval;

iii) oversight responsibility for the supervision of work;

iv) justify and recommend any changes in the payment rate for work study students;

v) perform any other related function.

4.3.12   Food & Cafeteria Services Committee

The Food Services Committee is responsible for the operations and day-to-day activities of the University Cafeteria, Bakery and the Grocery.

a) Composition: The Food Services Committee consists of the following members:

i) A senior member appointed by the Vice Chancellor as Chair

ii) Finance Officer or his representative

iii) Manager for Cafeteria Services

iv) Manager for Bakery Services

v) Manager for Grocery Services

vi) A representative from School of Business

vii) Food Nutritionist

viii) One Hall Dean

ix) One Senior Member appointed by the Vice Chancellor.

b) In Attendance: A representative appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least two times every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

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e) Functions: The Committee shall:

    i) develop and implement the Food Services Policies for Cafeteria, Bakery and the Grocery for effective operations of these units;

    ii) supervise the operations of the Cafeteria, Bakery and Grocery for efficient service delivery;

    iii) monitor and report any deficiency in the operations of these units to the Vice Chancellor by making recommendations;

    iv) monitor staff performance and report to the Vice Chancellor by providing corrective measures;

    v) approve expenditure of these units;

    vi) perform any other related function.

4.3.13 Landscape Committee

The Landscape Committee members collectively employ a wide range of academic expertise to help attain high quality in all aspects of the environment and provide oversight, assessment, and evaluation of all activities that impact the environment.

a) Composition: The Landscape Committee shall consist of the following members:

    i) A senior member appointed by the Vice Chancellor, as Chair

    ii) Director of Works & Physical Development

    iii) Environmental Engineer

    iv) Chief Security Officer

    v) Two senior members

    vi) One staff representative.

b) In Attendance: A representative appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least once every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

i) To produce a landscape design that shall address the threats of erosion and denudation of the university environment;

ii) To prepare an action plan to address the drainage deficiency with special reference to forestalling the erosion and denudation threats of the university landscape;

iii) To use creativity in the management and design of the University's landscape;

iv) To design a functional aesthetic organization of outdoor spaces of the University that promote an attractive campus environment;

v) To review existing practices and plans for landscape modifications to promote appropriate design, maintenance of plants, and the overall development of a landscape that supports the function and sustainability of the university.

vi) To promote adoption of landscape practices that are water and energy efficient.

vii) To develop a plan and standards for the maintenance of existing grounds and landscaping within the University;

viii) To make recommendations on a sustainable environment policy for the university;

ix) To perform any other related function.

4.3.14   Auction Committee

a) Composition: The Auction Committee consists of the following members:

i) A senior member appointed by the Vice Chancellor as Chair

ii) Finance Officer or his representative

iii) Deputy Registrar (University Relations)

iv) One Senior Member

v) Two staff representatives

vi) Chief Security Officer or his representative.

b) In Attendance: Registrar or his representative who shall not be below the rank of Assistant Registrar as Secretary.

c) Meetings: The committee shall meet at least once every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

    i) To recommend for approval by the Vice Chancellor items that need to be boarded off;

    ii) To put in place a policy and processes to auction items that have been boarded off;

    iii) To make recommendations to the Vice Chancellor on the use of the proceeds derived from auctioned items;

    iv) To make the rules for conducting Auction and to see that the auction rules are not violated;

    v) To sort out auction disputes that arise from time to time;

    vi) To issue advertisements to the University community giving current information and decisions on items to be sold through auction;

    vii) To inspect the warehouses or stores of the University to ascertain the items meant for sale through Auction and take suitable action in the interest of the University;

    viii) To perform any other related function.

4.3.15   Newsletter Editorial Board

a) Composition: The Newsletter Committee consists of the following members:

    i) Chair, A senior member appointed by the Vice Chancellor

    ii) Finance Officer or his representative

    iii) Assistant Registrar (Documentation & Records)

    iv) A senior member representative from each School/Faculty

b) In Attendance: A representative appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least once every month.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

   i) To publish a Newsletter which shall capture the key events of the University;

   ii) To come out with at least two (2) publications in a year;

   iii) To perform any other related function.

4.3.16   Council of Convocation

a) Composition: The officers of this committee shall be elected by members of Convocation through secret ballot. The elective positions are as follows:

   i) Chairperson

   ii) Vice Chair

   iii) Secretary

   iv) Treasurer

   v) Three members

b) Meetings: The committee shall meet at least two times every semester.

c) Quorum: The quorum for the meetings of the Council shall be one-half (1/2) of its total membership.

d) Functions:

   i) To advise the University administration on the strategic development of the University;

   ii) To ensure the welfare of the members of Convocation;

   iii) To perform any other related function.

4.3.17   Student Finance Services Committee

a) Composition: Student Finance Services Committee consists of the following members:

   i) Chair, A senior member appointed by the Vice Chancellor

   ii) Finance Officer or his representative

   iii) Dean of Students

   iv) Hall Deans

   v) Student Representative Council President or his representative

    vi) One senior member from each School/Faculty.

b) In Attendance: A representative appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least once every month.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

    i) Establish and review institutional guidelines for awarding financial aid;

    ii) Provide information about financial resources available to current and prospective students;

    iii) Monitor the awarding of financial aid funds to students in accordance with established guidelines;

    iv) Monitor the academic progress of financial aid recipients;

    v) Search for new sources of student financial aid;

    vi) To perform any other related function.

4.3.18 Students Disciplinary Committee

a) Composition:

Student Life and Services Disciplinary Committee shall consist of:

    i) Chair, Dean of Students

    ii) Deputy Registrar (General Administration)

    iii) University Chaplain

    iv) Hall Deans

    v) One Senior member from each School

    vi) Director of Guidance & Counseling

    vii) Student Representative Council President or his representative.

b) In Attendance: A representative appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least twice every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions: The Students Disciplinary Committee shall:

    i) ensure discipline among students in the University;

    ii) serve as hearing committee for alleged violations of University student regulations as specified in the Student Handbook, which may result in dismissal or suspension from the University;

    iii) serve as an appeals committee for decisions evolving from the Halls Disciplinary Subcommittee hearings;

    iv) ensure due process for students allegedly involved in violating regulations which may result in possible dismissal or suspension from Valley View University;

    v) impose sanction(s) if the alleged violator is determined guilty;

    vi) recommend to the Vice Chancellor the imposed sanctions for necessary action

    vii) review annually and recommend appropriate changes in the Student Handbook;

    viii) perform any other related function.

4.3.19   Strategic Planning Monitoring Committee

Strategic Planning Monitoring and Evaluation Committee shall operate as follows:

a) Composition

    i) Chair, a Senior Member appointed by the Vice Chancellor

    ii) University Chaplain or his representative

    iii) Director of Works and Physical Development or his representative

    iv) Director of Health Services or his/her representative

    v) One Senior member representative from each School

    vi) One representative from the Registrar's office

    vii) One representative from the Finance Office

    viii) One senior staff representative

    ix) One junior staff representative.

b) In Attendance: A representative appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least twice every semester.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions: The Strategic Planning Monitoring and Evaluation Committee shall:

i) act as an advisory committee to the Vice Chancellor on strategic planning implementation, monitoring and evaluation;

ii) develop policies on strategic planning implementation, monitoring and evaluation;

iii) develop the Strategic Planning Implementation, Monitoring and Evaluation manual to be used by all the departments;

iv) monitor the progress of the strategic planning implementation in all the University departments every semester and submit the report to the Vice Chancellor;

v) strive to ensure the implementation of the AAA, IBE and NAB recommendations;

vi) review annually and recommend appropriate changes in the Strategic Planning Implementation, Monitoring and Evaluation manual;

vii) perform other relevant functions that may be referred to it by the Vice Chancellor.

4.3.20 Adhoc Committees

4.3.20.1 Employee Handbook Committee

a) Composition: The Employee Handbook Committee consists of the following members:

i) Chair, Pro-Vice Chancellor

ii) Deputy Registrar (Human Resources) as secretary

iii) Registrar or his representative

iv) A faculty representative from each School/Faculty

v) A representative for Senior staff

vi) A representative for Junior Staff

vii) A representative from the Finance Office.

b) In Attendance: The Internal Auditor.

c) Meetings: The committee shall meet at least two years before the expiry of the Employee Handbook to start the review process and within the two remaining years, meetings shall be held at least twice every month.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

i) To review the Employee Handbook as a result of changes in the University policies, practices and external laws & regulations;

ii) To engage in a systematic review of the Employee Handbook taking into consideration views from stakeholders;

iii) To review the proposed changes and make recommendations to the Academic Board, Welfare Services Board and the University Council through the Vice Chancellor for approval;

iv) To perform any other related function.

4.3.20.2 Academic Bulletin Committee

a) Composition: The Academic Bulletin Committee consists of the following members:

i) Chair, Pro-Vice Chancellor/Dean of School appointed by the Vice Chancellor

ii) Deans of Schools

iii) Registrar

iv) One Senior Member

v) One representative from each extension campus

vi) Director of Center for Adult and Distance Education.

b) In Attendance: A representative appointed by the Registrar shall serve as Secretary.

c) Meetings: The committee shall meet at least two years before the expiry of the Academic Bulletin to start the review process and within the two remaining years, meetings shall be held at least twice every month.

d) Quorum: The quorum for the meetings of the Committee shall be one-half (1/2) of its total membership.

e) Functions:

i) To review the Academic Bulletin as a result of changes in the policies and regulations of the University, National Accreditation Board (NAB), Adventist Accrediting Association (AAA) and other external laws and regulations;

ii) To engage in a systematic review of the Academic Bulletin taking into consideration views from the Deans, Heads of Departments and other stakeholders;

iii) To review the proposed changes and make recommendations to the Academic Board and the University Council through the Vice Chancellor for approval;

iv) To perform any other related function.

Chapter 5

Employment Policies

5.1 Recruitment & Selection

Recruitment & Selection procedures are conducted by the Office of Human Resources. No other Valley View University employee is authorized to conduct hiring of employees. All inquiries regarding employment on campus are to be directed to the Office of Human Resources (HR), which will arrange for the initial interview and other essential steps in the hiring process. The steps are as follows:

i) The dean, director or head of unit submits an employment request to the Vice Chancellor through the Office of Human Resources for approval;

ii) On approval by the Vice Chancellor, vacant faculty and staff positions shall be advertised either internally or externally or both. Application forms are available in the Office of Human Resources and completed application forms should be submitted to that office for processing.

iii) It is mandatory that all applicants fill the Valley View University Employment Application Form, attach a cover letter or Application Letter, copies of certificates, transcripts, Curriculum Vitae and at least two recommendation letters from referees. The Office of Human resources will acknowledge receipt of application to the applicant;

iv) The Office of Human Resources receives applications and forwards the applicant's documents to the dean, director or head of unit for approval before inviting the applicant for interview;

v) The dean, director or head of unit shall approve those applicants that have the required qualifications to be invited for interview;

vi) A review of references and background checks are conducted by the Office of Human Resources;

vii) The Office of Human Resources forwards the list of qualified applicants to the University Appointments and Promotions Committee for interview;

viii) The interview and selection process is done by the University Appointments & Promotions Committee. Both successful and unsuccessful applicants will be notified of their status by the Registrar.

ix) The Registrar shall issue appointment letters to the successful applicants;

x) New employees are referred to their supervisors for orientation.

It must be noted that the University will not consider an employee's race, colour, political affiliation and sex in the selection, promotion, training, wages, benefits, and any other aspects of employment. However, applicants for regular full-time positions must be at least twenty (20) years of age and must possess at least a Senior Secondary School Certificate or its equivalent to qualify for employment at the University.

5.1.1   Job Description

Each employee shall obtain a copy of his/her job description from his/her supervisor at the time of employment. Employees should understand that the job descriptions are general and only explain the essential functions of a job, and employees may be called upon, from time to time, to perform duties not included in their job descriptions, as per the University's needs.

5.1.2   Personnel Records

Each employee has a file of official employment records in the Office of Human Resources (HR). Employees have the right to inspect their own personnel records in the presence of the Deputy Registrar (Human Resources) or his/her representative during regular work hours. If any employee disagrees with or would like to update any information contained in the personal file he/she may submit written documentation to be included in his/her personal files as a part of the updated file. In order that this record remain current, it is the employee's responsibility to notify the Office of Human Resources of any change

in name, address, marital status, dependents, telephone number, citizenship, person to notify in case of emergency, registration, certification, licensor, degree completed and any additional pertinent information.

5.2 Code of Ethics

The code of ethics of Valley View University is based on the code of ethics for Seventh-day Adventist Educators. As a Christian institution of higher learning, our aim is to provide excellent academic and professional training to our students. These principles inform relationships within the University and between the institution and the external public.

1) *Relationship with God :* To manifest our total commitment to God, to His Word, and to the beliefs and mission of the Seventh-day Adventist Church. In fulfilling this principle, we

    a) nurture our personal relationship with God through regular devotions, prayer life, and meditation;

    b) accept and study the Bible as God's Word;

    c) accept and study the writings of the Spirit of Prophecy as authoritative counsel given to the Seventh-day Adventist Church;

    d) belong to and actively participate in the life of a local Seventh-day Adventist church;

    e) engage in active witness to the saving grace of Jesus Christ, in the context of His soon return.

2) *Staff - Student :* The university is committed to providing all students with equal opportunity for the harmonious development of their faculties and potentials. In fulfilling this principle, we

    a) affirm our belief in the dignity of all human beings and pledge fair treatment of all students regardless of race, status, gender, nationality, religion, tribe or age;

    b) foster an instructional environment in which there is free exchange of ideas and where students have the right to form their own opinions and be respected;

    c) recognize our obligation to make discreet use of personal information about a student or his/her home. Release of such information will be made only if sanctioned by law or as authorized by the student and/or his/her family;

d) conduct seminar, tutorials and class instruction in the spirit of learning without intimidation or reprisals and leading students to a deeper understanding of and commitment to truth;

e) abstain from abusing our professional position by requesting or accepting financial, sexual, or other favors from the students or their family;

f) utilize grading, not as an instrument of discipline or coercion, but as a reliable way of providing students with a fair assessment of their learning in relation to the stated objectives of the course;

g) provide factual letters of recommendation to appropriate persons and agencies upon request from the students in view of their professional advancement and learning.

3) *Staff - Staff :*

The Valley View University aims to establish, model and safeguard the highest standards in professional competence and behaviour. In fulfilling this principle, we

a) accept responsibility for our conduct and seek to safeguard the good name of our profession by urging our subordinates to abide by high professional standards;

b) support policies and procedures that will ensure just and equitable treatment of all members of the profession in the exercise of their professional rights and responsibilities;

c) cooperate with accrediting agencies in the development and implementation of constructive policies affecting education;

d) give an honest description of assignments and work conditions to applicants seeking employment;

e) support selective recruitment of Seventh-day Adventist faculty and staff and help orient new faculty and staff adhere to the conditions of contracts or terms of appointment;

f) refrain from exerting inappropriate pressure based on the authority of our position at the expense of a colleague;

g) use personal and professional information accurately and responsibly when evaluating the character and work of a colleague;

h) maintain integrity when dissenting by basing any criticism on valid assumptions established by careful evaluation of the facts;

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i) abide by the grievance process as voted by the governing authority of the University;

j) accept no gratuities or gifts which might influence judgment in the exercise of professional duties;

k) engage in no activities which will impair our effectiveness as a Christian institution or commercially exploit our professional position.

4) *University - Community :* To be concerned with and involved in the life and conditions of the University and the community in which we work and live. In fulfilling this principle, we:

a) share with all citizens the responsibility for the development of public policy, especially in the area of education;

b) participate in the regular exercise of self-evaluation, the evaluation of programmes and the performance of our university for the purpose of maintaining acceptable standards of accreditation;

c) protect the good name of Valley View University and the Seventh-day Adventist Church against unreasonable attacks and malicious slander;

d) participate in activities that will benefit the local communities.

5) *Student - Student :*

The Valley View University as a Christian institution emphasizes on appropriate student behavior and relationships as defined in the holy scriptures and the rules and regulations of the University. In fulfilling this objective, we:

a) encourage students to engage in conduct that will protect the health, safety, and dignity of fellow students; and

b) advise students to respect the rights of other students, maintain high standards of discipline, freedom of speech and expressions and the creation of a congenial atmosphere for academic work.

6) *Research Ethics :*

The Valley View University recognizes her role as a young but rapidly growing tertiary institution, where teaching, research and dissemination of knowledge is paramount. The University seeks to maintain the highest norms of scholarship and integrity in research and publications, production and communication of findings. In fulfilling this principle, we

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a) exercise integrity in the use and interpretation of the findings and writings of other scholars.

b) encourage members of the academic community of the University to explore truths on a personal level, while understanding and respecting appropriateness of sharing findings that may emanate from such research;

c) strongly discourage any form of academic dishonesty, especially plagiarism, both on the part of faculty and students;

d) fulfill our professional commitments to students, our employing institution, and to the community;

e) encourage faculty to make the data and findings of their research available to be refereed and published as long as the privacy and confidentiality of those involved is not violated;

f) seek to reach a mutual agreement between researchers in a group effort. We respect the division of work, compensation and access to data, right of authorship, and other rights contained in any such agreement; and

g) respect legal, professional, and religious constraints on research, and use consent forms in the case of human subjects.

5.3 Work Environment

5.3.1 Hours of Work

Each employee is required to work 8 hours a day or 40 hours a week from Monday to Friday. The University being a Seventh-day Adventist institution, table 5.1 given below shows the official working hours for employees:

Table 5.1: Official Working Hours

Monday to Thursday :	
Morning :	8:00 AM – 12:30 PM
Lunch Break :	12:30 PM – 1:30 PM
Afternoon :	1:30 PM – 5:00 PM
Friday :	8:00 AM – 1:30 PM

However, daily work schedules depend upon a particular job assignment or position. Various departments in the University require work hours/days

that may differ from the regular/traditional schedules stated above. On several occasions, employees may be required to work additional hours to provide special service requirements.

5.3.2   Employee Responsibilities

The behaviour, conduct, and lifestyle of all employees of the University must conform to the ethics and Christian values of the Seventh-day Adventist Church. Thus, employees are required to meet certain minimal standards of performance for employment, including, but not limited, to the following:

a) All employees are required to maintain punctuality, regularity in their work schedule and faithful service;

b) All employees shall seek approval in advance from their immediate supervisors on absence from duty that may be necessary due to compelling personal reasons, rather than explanations after the absence;

c) Employees who absent themselves from duties for more than 2 days due to ill health must seek approval from their immediate supervisors and submit a medical doctor's Excuse Duty Form on resumption of duty;

d) Every employee who is injured in the course of discharging official duties shall be expected to get proper first-aid and/or medical treatment at the expense of the university;

e) Sensitive/confidential information including, but is not limited to, information about the University finances, plans, and personnel matters, and particularly any other information about any member of the VVU community including students, should be kept confidential. Those with access to sensitive/confidential information must keep such information confidential and should consult their supervisor before such information is passed to other offices for use within the university.

f) To implement the mission of VVU and fulfill all responsibilities with honesty and integrity;

g) To cooperate with supervisors, colleagues and peers with mutual respect;

h) To uphold and defend the reputation of the office/department where employed and apply both conscience and competence;

i) To seek professional growth and avoid conflicts of interest.

5.3.3 Employment of Relatives

The University prohibits the hiring of family members of employees in the same department as, or directly or indirectly reporting to the same supervisor. The potential for real or perceived favouritism or other workplace disruption arising out of nepotism is similar to those concerns which arise out of a romantic relationship between a subordinate and a supervisor. As such, employees are expected to disclose any family relationship between themselves and any other employee or applicant for employment. If a working relationship contrary to this policy is created due to promotion, transfer, marriage or other circumstances, then the Office of Human Resources will take appropriate action to achieve compliance with this policy. Exceptions may be made by the University in certain situations, particularly when specific skills possessed by the employees would be advantageous to the University.

There may be existing relationships at the University which may potentially violate the above guidelines. The University reserves the right to review these situations at any time, as necessary and on an individual basis, to determine whether the ongoing relationship adversely impacts the spirit of the above guidelines.

5.3.4 Telephone Courtesy

Much of the business of the University is conducted over the telephone. For many, it may be the first or only contact with Valley View University. Therefore, telephone courtesy is essential. An employee, who receives a call to his/her office that has been misdirected, should first establish whom it is the caller need to be transferred to, and if that person is available to speak with the caller. If the employee cannot successfully connect the caller to the appropriate department, he/she should take the caller's name, address, phone number, and any pertinent information that will help meet the needs of the caller.

5.4 Unacceptable Employee Conduct

Employees of the University are required to adhere to Christian and professional standards of conduct. The following are unacceptable employee conduct or misconduct *which shall result in disciplinary action being taken against the employee and may result in termination of employment*. Please note that this list is not exhaustive and in no way limits the University's right to discipline employees for conduct whether or not it appears on this list:

i) deliberate or fraudulent misrepresentation on application forms;

ii) falsification of personal and/or other university records;

iii) absenteeism and/or irregular work habits;

iv) insubordination;

v) dishonesty;

vi) theft or unauthorized possession or use of property belonging to the University or its employees, students, customers or guests, or willful destruction of same;

vii) incompetence;

viii) neglect of duty or improper care and use of University property; disorderly or unprofessional conduct, or physical assault upon, or harassment of fellow employee, student or guest of the University;

ix) sexual immorality or misconduct within or outside the University that discredits the name of the University;

x) use, possession, or distribution of tobacco, alcohol, or non-prescription drugs on University premises;

xi) unauthorized release of confidential information;

xii) language or conduct unbecoming of a Christian;

xiii) teaching or conducting examinations at unauthorized times including times for worship;

xiv) performing official duties during the Sabbath hours;

xv) undermining the objectives of the University and/or the Seventh-day Adventist Church;

xvi) failure to return from an approved leave of absence, vacation, etc., on the specified date unless prior arrangements have been made;

xvii) intolerance, bigotry, acts of contempt, harassment, favoritism, nepotism.

xviii) violent behavior against any person.

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xix) In addition to the above stated types of misconduct in the case of administrators, faculty and staff, unethical or inappropriate relationship with students, including, but not limited to, dating, pursuing a date, having or pursuing a romantic or sexual relationship with students are prohibited.

xx) misappropriation of funds

xxi) examination malpractices

xxii) vacation of Post

xxiii) divulging any confidential information obtained from official sources/or publication of an unauthorized material

xxiv) false, fraudulent or negligent misrepresentation or forgery

xxv) immoral conduct or indecency, physical assault or fighting on the university premises;

xxvi) rudeness and /or insubordination

xxvii) the use, sale, or possession of illegal drugs;

xxviii) drunkenness

xxix) discourteous treatment of the public or other employees

xxx) conviction for felony or other criminal offences.

xxxi) incitement of workers or students to engage in illegal actions (e.g. illegal strikes, insubordination, vandalism etc)

xxxii) misapplication of funds

xxxiii) pilfering and/ or theft

xxxiv) improper use or wrongful damage to University property;

xxxv) behaviour within or outside the University premises that causes discredit to the University;

xxxvi) pre-marital and/or extra-marital sexual advances or relationships;

xxxvii) violation of the policies set forth in this handbook;

xxxviii) any other acts which the University deems to be misconduct.

All administrators, faculty, staff and students have an obligation to report any misconduct on the part of an administrator, faculty or staff. All concerns should be reported to the Head of Department or Head of Unit, Dean of the School, Deputy Registrar (Human Resources), Chair (Pro-Vice Chancellor) or members of the Disciplinary Committee, Registrar, Finance Officer, Dean of Students, or Vice Chancellor. On receiving the information on misconduct, the case shall be handled by the disciplinary committee according to the University disciplinary procedures.

5.5   Disciplinary Procedures

A complaint may be initiated by a faculty, staff, student or persons outside the University. The aggrieved individual may report to any officer of the University: Head of Department, Dean of School, Directors, Managers, Unit Heads, University administrators, Vice Chancellor or any member of the Disciplinary Committee. On receiving the complaint on employee misconduct, the Vice Chancellor may interdict the employee from working until the investigations are completed. The Vice Chancellor may refer the case to the Disciplinary Committee for investigation.

The documentation of the complaint as well as subsequent attempt to redress is required at every step while investigating the case.

5.5.1   For Senior Members

For any of the offences stated in section 5.4, the Senior Members Disciplinary Committee chaired by the Pro-Vice Chancellor shall investigate the case and the recommendations of the Disciplinary Committee including penalties shall be submitted to the Vice Chancellor for necessary action.

a) The Senior Member shall be entitled to appear before the Committee for the purpose of explaining and defending his conduct. He shall also be entitled to call witnesses and to hear testimony of witnesses called by the Committee. When evidence is presented or oral argument is made, the member may refute the allegations made by the witness testifying against him/her. The Senior Member shall be given an opportunity to submit any evidence which he/she wishes to be considered before disciplinary decision is taken.

b) The committee hearing may be recorded and kept by the committee.

c) The University lawyer shall advise the Disciplinary Committee on the case and within ten days after the conclusion of the hearing, the Disciplinary Committee shall put its findings together with its recommendations including the penalty to be imposed and submit the report to the Vice Chancellor.

d) If the Vice Chancellor is satisfied with the report and the recommendations of the Disciplinary Committee, he shall communicate the disciplinary action to the person concerned.

e) The Senior Member involved will be notified in writing, informing him/her of the grounds or reasons for which a disciplinary action is taken.

f) The Vice Chancellor may suspend or interdict an employee against whom disciplinary proceedings are being taken or about to be taken, or against whom criminal proceedings are being initiated. The salary and allowances of a suspended or an interdicted employee shall be paid in accordance with prevailing labour laws.

g) If the Senior Member is not satisfied with the decisions, he/she may appeal to the University Council through the Council Secretary for hearing at the next regular meeting of the University Council.

5.5.2 For Junior and Senior Staff

For any of the offences stated in section 5.4, the Vice Chancellor shall appoint a *Staff Disciplinary Committee* made up of a senior member appointed by the Vice Chancellor as the chairperson, the University lawyer, one senior member from the relevant department, one junior staff and one senior staff. The recommendations of the Staff Disciplinary Committee shall be submitted to the Vice Chancellor for final decision. The committee's role shall come to an end when the task has been accomplished.

a) The Staff Member shall be entitled to appear before the Committee for the purpose of explaining and defending his/her conduct. He/She shall also be entitled to call witnesses and to hear testimony of witnesses called by the Committee. When evidence is presented or oral argument is made, the member may refute the allegations made by the witness testifying against him/her. The Staff Member shall be given an opportunity to submit any evidence which he/she wishes to be considered before disciplinary decision is taken.

b) The committee hearing may be recorded and kept by the committee.

c) The University lawyer shall advise the Staff Disciplinary Committee on the case and within ten days after the conclusion of the hearing, the Staff Disciplinary Committee shall put its findings together with its recommendations including the penalty to be imposed and submit the report to the Vice Chancellor.

d) If the Vice Chancellor is satisfied with the report and the recommendations of the Staff Disciplinary Committee, he shall communicate the disciplinary action to the person concerned.

e) The Staff Member involved will be notified in writing, informing him/her of the grounds or reasons for which a disciplinary action is taken.

f) The Vice Chancellor may suspend or interdict an employee against whom disciplinary proceedings are being taken or about to be taken, or against whom criminal proceedings are being initiated. The salary and allowances of a suspended or an interdicted employee shall be paid in accordance with prevailing labour laws.

g) If the Staff Member is not satisfied with the decisions he/she may appeal to the University Council through the Council Secretary for hearing at the next regular meeting of the University Council.

5.5.3   Right to Appeal

An employee who is adversely affected by any decision of a disciplinary proceeding may, within 14 working days of notification to him of the decision, appeal against such decision to the University Council through the University Council's Secretary, whose decision shall be final.

5.5.4   Penalties

Penalties to be imposed on the employees as a result of disciplinary proceedings must be recommended by the Senior Members or Staff Disciplinary Committees and approved by the Vice Chancellor. The following penalties may be imposed in disciplinary proceedings in respect of misconduct.

a) *Demotion or Reduction in Rank:* Employees may be demoted to a lower position and pay.

b) *Reduction in Salary:* An immediate downward adjustment of Salary may be effected.

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c) *Deferment of increment:* Postponement of the date on which increment is due with corresponding postponement in subsequent year.

d) *Stoppage of Increment:* Non-payment for specified period of an increment otherwise due.

e) *Dismissal / Termination of appointment with or without reduction in retirement benefit:* The services of an employee may be terminated if found guilty of any offence.

f) *Reprimand:* Either verbal or written reprimand may be made by supervisors for substandard performance, minor offenses, or other work-related unacceptable behavior. Reprimands may or may not be preceded by counseling. Written reprimands and rebuttals may become a part of the official personnel file. Written notification of such actions should be sent to the employee by registered mail with return receipt. Reprimands are expunged in five years.

g) *Disciplinary Probation:* Employees who fail to respond satisfactorily to counseling concerning job related deficiencies, inappropriate behaviour or conduct, may be placed on probation for an appropriately designated period of time at the discretion of the supervisor. This action, along with rebuttal, must be reported in writing to the Office of Human Resources where it will be filed in the employee's personal file. Employees who fail to improve satisfactorily during the period of probation may have their appointment terminated.

h) *Suspension from duty with consequential loss of pay and allowances for a period not exceeding 28 days:* Employees who commit or participate in acts of misconduct, or who represent a potential serious danger to others, the employee may be suspended from active duty for periods varying from one day to 28 working days. Some examples of situations that may be grounds for suspension are:

- When there is a breach in discipline as stated in section 5.4.

- While an investigation of an offense is in progress, when final action could be dismissal.

- When an employee is arrested and/or charged with a felony, until final disposition of the case. Suspensions shall be recorded in the employee's personal file.

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- Supervisors may recommend suspension citing justification in writing, but actual suspension must be recommended by the Disciplinary Committee and approved by the Vice Chancellor.

i) Based on the recommendation of the Disciplinary Committee the Vice Chancellor may approve the disciplinary action.

5.6 Discontinuity and Severing of Employment

An employee may discontinue service at the University in one of the following ways:

- Retirement

- Resignation

- Non-renewal of contract or a fixed-term appointment;

- Termination of appointment and/or employment without cause;

- Termination of appointment and/or employment with cause

5.6.1 Retirement

An employee should notify the dean of his/her school or department head in writing regarding his/her retirement six months prior to retirement. The faculty or staff member must be cleared of all financial obligations to the University. Additionally, he/she should follow the retirement procedure regarding notification as specified by WAD working policy. Information regarding retirement plans may be obtained from the Office of Human Resources.

5.6.2 Resignation

A full-time employee should notify the dean of his/her school or department head in writing regarding resignation. Notice to that effect must be given according to the period as stated in his or her appointment letter. The faculty or staff member must be cleared of all financial obligations to the University. Information regarding resignation may be obtained from the Office of Human Resources.

5.6.3   Non-Renewal of Contract

Procedure for non-renewal of contract of a non-tenured faculty member or contract by the University shall be as follows:

i) Advance notice is necessary to any employee whose appointment is not to be renewed at the end of the initial one-year appointment - no other action is necessary on the part of the University.

ii) If the faculty member has an appointment for more than one year, and has been employed, a semester's notice is required unless if the termination is based on gross misconduct which demands immediate severance in the interest of the University community.

iii) The University shall give notice of non-renewal of contract to any staff member on contract appointment.

5.6.4   Termination of Employment

The University recognizes the right of any employee to terminate employment at any time and for any reason, and the employer retains a similar right. No oral or verbal statements, promises or representations made at any time before, during or after the publication of this handbook may alter employee right and that of the employer to terminate employment at any time and for any reason with or without cause.

Termination of employment with or without cause occurs when the University initiates the termination or separation process.

a) *Termination of appointment and/or employment without cause:* Termination of appointment and/or employment without cause means that the employee is being terminated for reasons that are not related to misconduct and notice of the termination or payment in lieu of notice is required. The following are reasons for termination of employment without cause:

i) Lay off for lack of work when the University reduces its work force for financial exigency or other reasons;

ii) Release without fault when an employee, through no fault of his/her own, is unsuited for or incapable of performing work assigned and no appropriate change of assignment is available;

iii) A School or Departmental reorganization in which the position is eliminated or abolished or reassigned either due to budgetary or operational reasons.

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b) *Termination of appointment and/or employment with cause* : Termination of of appointment and/or employment with cause means that an action or omission by the employee has irreparably damaged the employment relationship between the employer and the employee. Usually, termination of employment with cause occurs when an employee is dismissed due to employee's misconduct or offences stated in section 5.4.

5.6.4.1   Notice

Notice is the amount of time between informing an employee in writing that he/she will be terminated and the date upon which the termination will take effect (i.e. the last day that the employee will be paid). The relevant prior notice or payment in lieu of notice is as follows:

- Senior Member - Three months' notice

- Senior Staff - Two months' notice

- Junior Staff - One month notice.

5.6.4.2   Payment in Lieu of Notice

Payment in lieu of notice means that either party may choose to have the termination take effect immediately, and pay the other party for the period of the notice as stated above.

5.6.5   Exit Interview

Employees who leave the University should participate in an exit interview process to be organized by the Office of Human Resources and Finance Office. Information and suggestions obtained in these interviews can be used to improve the work environment for other employees. The exit interview also provides an opportunity for faculty and staff members leaving the University to ask questions related to their benefits, arrangements for clearing any outstanding debts to the University, arrangements for receiving their final paycheck and other issues. This meeting also provides the employees leaving the University with an opportunity to provide input regarding their employment experience at Valley View University. All University property (including keys) must be returned to the University prior to the exit interview.

5.7 Outside Employment

The employees' responsibilities to the University include not only assigned duties, but also such activities as student counseling and advising, committee work, performance of scholarly activities and continued professional development. Therefore, outside employment that infringes upon the employee's ability to carry out the terms of his/her employment with the University is prohibited.

The University recognizes that outside services of a professional nature are generally strengthening and enhancing to the employee and contribute to the University's obligation of providing service to the public. The University, therefore, approves of reasonable involvement of its employees in professional activities paid or unpaid, which are consistent with their primary responsibilities to the institution.

The following conditions shall apply to employees' services outside the University:

a) Involvement in professional activities outside the University are subject to limits set by the University to maintain a balance of competing interests. Full time or near full time outside employment that is outside the University is prohibited. This applies to all full time employees. Full time employees, after obtaining written approval from the Vice Chancellor, may engage in extra-income professional activities, which do not violate the conflict of interest agreement. An employee who violates these policies may be subjected to disciplinary and/or legal action by the University.

b) The responsibility for the application of policies regarding outside professional activities and for the integrity and significance of each project rests primarily upon the individual employee.

c) The criteria used before granting approval of outside employment are as follows:

    i) Such employment shall in no way conflict with teaching assignments or other duties and responsibilities of the employee.

    ii) Employee shall not manipulate their normal work schedules, assignments or duties to accommodate outside employment or consulting.

    iii) The outside activity is necessary for certification, for the retention and improvement of professional skills, or for continuing education requirements.

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iv) The outside activity will increase the teaching or scholarly competence of the employee or be of service to the larger community. The University encourages activity, which is consistent with the employee's fullest professional development.

v) The outside activity will be secondary and will not encroach on the employee's time for meeting the responsibilities for their Faculty/Staff load.

vi) The activity undertaken will not detract from the University's reputation or from the professional standing of the employee.

vii) Payment rates for consulting will be according to the guidelines of the funding agency.

viii) An employee may engage in consulting activities up to five (5) working days per semester.

ix) All faculty and staff may be asked to disclose all outside employment and consulting activities and must provide basic information concerning the identity of the employer, nature of employment, and hours worked.

d) A written application should be made to the departmental head, whose recommendation is forwarded to the Vice Chancellor through the relevant Dean for approval. A separate application is required for each of the extra services or activity.

e) A written report should be made to the Vice Chancellor through the departmental head and relevant Dean. All compensated professional activities are to be included in the report such as lecture or general speaking appointments; site visits; consultancy services to the governmental or non-governmental agencies or any organization within the Seventh-day Adventist Church. The report includes the number of days spent on the outside activities and any financial interest the faculty/staff may have in the organization involved, etc.

f) A faculty/staff shall not accept official teaching appointment or other services at another institution without permission from the Vice Chancellor through the departmental head and relevant Dean or Unit head.

g) The University stationery shall not be used for private or activities.

h) University personnel (secretaries, lab assistants, computer experts, etc.) equipment, supplies, or facilities may be used only by the permission of the Vice Chancellor.

i) A lecturer may serve in another school within the University with the following guidelines:

1. Before a departmental head requests the teaching services of a lecturer in another school or department, he/she shall obtain permission from the Dean of the Lecturer concerned.

2. Generally, such arrangements constitute part of the lecturer's workload, and when not, remuneration for it should be included in the lecturer's payroll check.

j) During a leave of absence with pay, an employee is still subject to the provisions of Conflict of interest.

5.8 Conflict of Interest

The Conflict of Interest Declaration is as given below:

i) I am in full compliance with AID S 5005 as to "Conflict of Interest" as printed on the reverse side of this instrument and have been in compliance at all times during the past twelve months except as to specific exclusions attached here to and incorporated herein by reference.

ii) I have had no financial interest or business relationship, which competes with or conflicts with the interest of the Valley View University.

iii) I have had no financial interest in; being employee, officer, director, or trustee; or received financial interest in; being employee, officer, director, or trustee; or received financial benefits either directly or indirectly from any enterprise (excluding less than 10%) ownership in any entity with publicly trade securities), which is or has been doing business with or competitor of Valley View University.

iv) I have received no payments or gifts from suppliers or agencies doing business with Valley View University.

v) I have not served as an officer, director, trustee, or agent of any organization affiliated with or subsidiary to Valley View University in any decision-making process involving financial or legal interests adverse to Valley View University.

vi) This declaration applies, to the best of my knowledge, to all members of my immediate family (spouse, children, and parents) and its provisions shall protect any organization affiliated with or subsidiary to Valley View University. In the event facts change in the future that may create a potential conflict of interest, I agree to notify the Valley View University.

Name: _____

Title: _____

Signature: _____

Date: _____

5.9 Performance Appraisal

Performance appraisal of employees shall be carried out annually by the respective supervisors in order to determine the effectiveness, professional growth and satisfactory performance of the employee.

5.9.1 Appraisal of Non-Teaching Staff

Performance evaluations for Non-Teaching Staff including Non-Teaching Senior Members shall be carried out annually by the respective supervisors using an instrument developed by the Quality Assurance Unit. The Quality Assurance Unit shall administer the instrument and report the results to the Vice Chancellor. The purpose of a performance appraisal is:

a) to motivate and guide employees toward greater self development and improved performance;

b) to communicate departmental objectives and discuss personal and work objectives;

c) to examine the continued accuracy of the employee's job description and identify orientation and training needs; and

d) to provide a record of employee progress.

The performance appraisal includes such points as job knowledge, the quantity and quality of work, adaptability, judgment, and organizational ability. Other factors generally considered are initiative, interpersonal relationships, cooperation, attendance, and ability to learn. A separate instrument with different rating factors shall be used for those in supervisory positions.

Policy on Unsatisfactory Performance

a) Junior and Senior Staff with poor performance or who violate instructions shall be issued with a warning letter. If poor performance is continued, the supervisor shall make recommendations to the Vice Chancellor for necessary disciplinary action up to, and including termination of employment.

b) Non-Teaching Senior Members who persistently show poor performance shall be issued with a warning letter. If poor performance is persistent, the Vice Chancellor shall take necessary disciplinary action up to, and including termination of employment.

5.9.2 Appraisal of Faculty

Faculty shall be assessed by the students every semester and annually by the Heads of Departments and Deans. The Heads of Departments and Deans shall be assessed by the students, faculty and their immediate supervisors. An instrument developed by the Quality Assurance Unit shall be used in the assessment. The Quality Assurance Unit shall administer the instrument and report the results to the Vice Chancellor. Please refer to section 8.5 for details on faculty evaluation.

Policy on Unsatisfactory Performance

Since research plays a major role in the services of a lecturer, the following conditions shall apply to faculty regarding research activities:

a) A faculty member is required to publish at least one article in a refereed journal per year;

b) If a faculty member is unable to publish at least one paper per year, he/she shall be issued with a warning letter for non-performance;

c) If a faculty member is unable to publish a paper in two years, he/she shall not be paid research allowance;

d) If a faculty member is unable to publish a paper in three consecutive years, his/her appointment shall be terminated by the University.

5.10   Dress Requirements

Employees at VVU are expected to dress in keeping with a standard of Christian modesty and appropriate grooming without jewelry or conspicuous makeup. Wedding rings, simple brooches, and watches are acceptable. Some departments of the University may have particular requirements for dress, uniforms, or safety equipment that may be expected of its workers. Those requirements are explained by the department head at the time of employment. Employees required to wear uniforms must be in uniform during all working hours, unless permission is granted by the departmental director in specific instances.

5.11   Children at the Workplace

Children visiting their parents or other relatives and care givers during working hours can be a disruption to the normal work activity of both the parent and others in the work environment. For that reason children should be cared for away from the work place. This includes after-school hours, as well as vacations and holidays.

5.12   Policy on Political Activity

a) The University does not engage in partisan politics in any form or carry out political propaganda.

b) The University does not give approval or endorse an individual running for public office.

c) Those who in their official capacity frequently speak for the University should clearly indicate when expressing individual views that they are not stating the University's position.

d) Every member of the University has a right to participate or not, as they deem fit, in the national election process. On the other hand, employees should make it clear when expressing individual views that they are not stating the University's position.

e) No funds will be paid by or on behalf of the University to any person for influencing or attempting to influence an officer or employee of any agency or Members of Parliament in connection with the seeking of any

state grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any state grant cooperative agreement.

f) The University name or insignia should not be used on stationery or other documents intended for political purposes, including soliciting funds for political support or carrying on a political campaign.

g) University addresses, including those of departmental, faculty, or staff offices, should not be used as mailing addresses for political campaign.

h) No Space/facility of the university, on/off campus should be used by any organization urging support of legislation or support of, or opposition to any candidate in political office.

5.13 Policy on Christian Lifestyle & Appearance

5.13.1 Christian Lifestyle

Valley View University as a Seventh-day Adventist institution of higher learning, in harmony with its heritage, fosters a lifestyle among its faculty, students, staff and administrators that contributes to buoyant health and a joyous Christian experience. Faculty, administrators and staff, in particular, are called upon to model behaviour which students will follow in the practice of their professions and their personal lives. This policy sets forth some of the areas of lifestyle which are of special concern. The overarching moral principles of the Bible serve, in the broader context, as the ultimate guide for Christian living to which Valley View University is committed.

5.13.2 University Image

Valley View University employs and trains professionals and scholars. As representatives of the University, it is essential that the appearance of faculty and staff reflect the institution's commitment to moral values, excellence, integrity and service. An appropriate, clean, and professional appearance becomes a matter of considerable importance, especially when the faculty or staff member is teaching, serving or meeting the public as a representative of the University.

The Office of the Registrar and the departmental heads are responsible for:

a) orientation of new employees to this standard,

b) responding to any questions which may arise, and

c) handling any areas of non-compliance which may occur.

5.13.3   Standards of Appearance

Members of the Valley View University community of scholars must maintain an appearance, at all times, which is consistent with the highest professional standards and Christian principles of cleanliness, modesty, and simplicity. The image projected to the public should be consistent with the mission and philosophy of the University. The specifics listed below are examples of what constitute the professional image as defined by the University:

a) Clothes: Clothes representative of business-like and professional environment are required at all times, especially when involved in community service and teaching activities. Conservative and appropriate dress is expected of all employees.

b) Make-up and Jewelry: Cosmetics should be inconspicuous and the emphasis should be on a natural appearance. With the exception of the under-listed, the University discourages the use of jewelry:

    i) Wedding rings / Wedding bands

    ii) Wrist Watches

    iii) Brooches

    iv) Tie pins

    v) Hair pins

5.14   Policy on Sexual Harassment

5.14.1   Sexual Standards

Faculty, staff, administrators and students of the University are required, in their teaching, service, influence, and example, to uphold Christian sexual standards as held by the Seventh-day Adventist Church. We believe that God's ideal for sexuality is achieved when sexual expression is limited to a man and a woman who are husband and wife, committed in a life-long marriage. All expressions of premarital and extramarital friendship are to be chaste and behaviours which would suggest otherwise are to be avoided. All forms of sexual expression and conduct between heterosexuals outside of

marriage, or between homosexuals, are contrary to the ideals of the University and will result in disciplinary action. Valley View University honours an ideal of sexual purity, which transcends mere legal enforcement.

5.14.2   Romantic Relationships & Dating

The University wishes to promote the ethical and efficient operation of its academic programmes and business. In this setting, the University wishes to avoid misunderstandings, complaints of favouritism and other problems of supervision, security and morale, and possible claims of sexual harassment among its students, staff and faculty. For these reasons:

a) An employee should be circumspect in his or her romantic relationship with or dating any employee of the University whom he/she supervises for the duration of the supervision;

b) An employee is prohibited from having romantic relationship with or dating a student who is registered in any course or programme or is involved in any other academic activity in which the employee is responsible as an instructor, coordinator, supervisor or mentor.

For the purpose of this policy, "romantic relationship" is defined as mutually desired courting activity between two adults. "Dating" is defined as a romantic social engagement arranged by the personal invitation between the two individuals involved or arranged by a third party.

5.14.3   Sexual Harassment

The University recognizes its responsibility to all employees to maintain a working environment free from sexual harassment. The University ensures that all employees are made aware that sexual harassment is prohibited by the university. The university informs all employees of their right to report sexual harassment and to be free from intimidation. Violation of this sexual harassment policy shall lead to disciplinary action, up to and including termination of employment.

For the purposes of this policy, "sexual harassment" is defined as inappropriate sexual advances, requests for sexual favours, and other verbal, or physical conduct of a sexual nature. Harassment is considered to have occurred if (i) submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment or grades in a course or programme or (ii) submission to or rejection of such conduct by an individual is used as a basis

for employment decisions affecting such individual, or (iii) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or (iv) creating an intimidating, hostile, or offensive working environment.

Rationale for Sexual Harassment Policy

Sexual harassment is reprehensible and will not be tolerated by the University. It subverts the mission of the University, the careers, educational experience, and well-being of students and employees. Relationships involving sexual harassment or discrimination have no place within the University. In both obvious and subtle ways, the very possibility of sexual harassment is destructive to individual students, employees and the University community as a whole. When, through fear of reprisal, a student, or employee submits or is pressured to submit to inappropriate sexual attention, the University's ability to carry out its mission is undermined.

Sexual harassment is especially serious when it threatens relationships between teacher and student or supervisor and subordinate. In such situations, sexual harassment exploits unfairly the power inherent in a faculty member's or supervisor's position. Through grades, wage increases, recommendations for graduate study, promotion and the like, a person in a position of power can have a decisive influence on the future of the student or employee.

While sexual harassment most often takes place in situations of a power differential between the persons involved, the University also recognizes that sexual harassment may occur between persons of the same University status. The University will not tolerate behaviour between or among members of the University community, which creates an unacceptable educational or working environment.

Examples of Sexual Harassment

Sexual harassment encompasses any sexual intention that is unwanted or inappropriate. Examples of the verbal or physical conduct prohibited as stated above include but not limited to:

a) direct or implied threats that submission to sexual advances will be a condition for grades, letters of recommendation, employment, or promotion;

b) direct propositions of sexual nature;

c) subtle pressure or requests for sexual activity;

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d) a pattern of conduct not legitimately related to the educational or work context intended to discomfort or humiliate or both, includes one or more of the following:

   i) comments of sexual nature,

   ii) sexually explicit statements, questions, jokes or anecdotes;

e) a pattern of conduct that would discomfort or humiliate or both, a person at whom the conduct was directed that includes one or more of the following:

   i) unnecessary touching, patting, hugging,kissing or brushing against a person's body;

   ii) remarks of a sexual nature about a person's clothing or body;

   iii) remarks about sexual activity or speculations about previous sexual experience;

   iv) *Isolated and inadvertent offences :* A situation may arise that, some members of the University community, who without establishing a pattern of doing so, engage in isolated conduct of the kind described above or who exhibit a pattern of engaging in such conduct but fail to realize that their actions discomfort or humiliate, demonstrate insensitivity that necessitates remedial measures. When the University officers or supervisors become aware that such activities are occurring in their areas, they should direct that those engaged in such conduct be advised to understand the harm they are doing and desist from such activities.

Sexual harassment at Valley View University will not be tolerated in any form. Any University employee who obtains knowledge of an incident of sexual harassment occurring within the University involving staff, faculty, students or non-employees is required to report the incident(s) to the University Chaplain, Dean of School, Deputy Registrar (Human Resources), Registrar, Chairman or any member of the Senior Members Disciplinary Committee, Dean of Students, Finance Officer or the Vice Chancellor. The complaint may be made initially in either verbal or written form, but written complaints are preferred. All matters related to such cases will remain confidential.

5.15   Policy on Sexual Misconduct

Valley View University, as a Seventh-day Adventist institution, upholds a high moral principle on marital chastity. It is believed that violation of marital chastity have the potential to tarnish the image of the University and the Seventh-day Adventist Church as a whole. Therefore an employee is strongly prohibited from engaging in any form of premarital and extra-marital relationship of a sexual nature whether the partner is within or outside the University. Any employee who violates this policy shall be subjected to disciplinary action up to and including termination of employment. Students who participate in the violation of this policy shall be subjected to disciplinary action, up to and including dismissal as student of Valley View University.

In addition, the University strives to ensure that the work environment is free from personal, intimate, romantic, dating or other similar relationships between supervisors and their subordinates, including relationships between faculty, administrators and students. This covers any work relationship in which one employee supervises or manages, directly or indirectly, another employee and/or makes decisions or has the potential to monitor off duty conduct. It is believed that such relationships have the potential to tarnish the image of the University and adversely affect employee morale, productivity and the operation of the institution because of real or perceived favoritism, bias or unfair treatment.

The University does not intend this policy to otherwise discourage group socialization or friendships or social activities among employees. If a supervisory employee develops a relationship with a subordinate, it is the responsibility of such subordinate to seek advice and guidance from his/her supervisor, to determine whether the relationship violates this policy. The supervisor also is responsible to take whatever steps as are necessary to eliminate the potentially compromising situation; however, no adverse employment action should be taken against the subordinate by the supervisor. Violation of this policy shall lead to disciplinary action, up to and including dismissal for either or both parties in the relationship. Voluntary transfer or reassignment by either party or other action sufficient to eliminate the conduct or dispel the perception of favourite treatment may be considered. Supervisors shall not make this determination on their own. Relationships between employees who are not supervisors also may be addressed by the University as necessary to preserve a professional working environment.

5.16 Policy on Communicable Diseases

Valley View University is committed to preventing communicable disease transmission among its employees and students through education, immunization, hygienically safe environment and provisions for special protective measures where the risk of transmission is high. It meets the legal requirements to protect employees and students from communicable disease transmission and to maintain the confidentiality of infected persons. It also protects the right of every individual for compassionate care regardless of the disease condition.

5.16.1 Communicable Diseases

For the purpose of this policy, the following are defined as follows:

A "Communicable Disease" is a health-threatening disease that can be transmitted from one person to another through direct or indirect contact, examples include but are not limited to, hepatitis, HIV/AIDS, influenza, meningitis, sexually transmitted diseases and tuberculosis.

"Exposure" is the direct contact of an infectious agent - such as bodily fluids, droplets, or aerosols - with an area of broken skin or mucous membrane of the eyes, nose, mouth; piercing through the skin with a contaminated sharp instrument, or other method of infection.

"HIV" is Human Immunodeficiency Virus (HIV).

"AIDS" Acquired Immune Deficiency Syndrome (AIDS)

Common Communicable Diseases

Should students/employees suspect they have a communicable disease, they should immediately contact their health care provider and/or the University Hospital to initiate treatment and precautionary measures to prevent transmission to others.

HIV/AIDS: Acquired Immune Deficiency Syndrome (AIDS) is a blood-borne disease caused by a virus known as the Human Immunodeficiency Virus (HIV). This virus attacks and destroys the body's immune system. The virus is transmitted through the exchange of contaminated bodily fluids such as blood, semen or vaginal secretions. The primary methods of transmission from one individual to another include intimate sexual contact and the sharing of syringes and other drug equipment that has come in contact with contaminated blood products. Because the virus is fragile, it cannot remain infectious for prolonged periods outside the body. It does not appear to be transmitted

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by casual contact, i.e. via drinking cups, eating utensils, water fountains, toilet seats, or even exposure to tears or saliva.

Influenza is a communicable disease that has symptoms such as fever, headache, tiredness, dry cough, sore throat, nasal congestion, and body aches. While most people who get influenza recover, some individuals will develop life-threatening complications such as pneumonia. The University Hospital offers flu vaccinations.

Measles, Mumps and Rubella are acute, highly contagious viral diseases which can be transmitted through casual contact. Students/Employees are encouraged to obtain these vaccinations.

Tuberculosis (TB) is a disease that is spread from person to person through the air. The general symptoms include feeling sick or weak, weight loss, fever, and night sweats. Other symptoms of TB of the lungs include coughing with or without bloody sputum and chest pain.

Viral Hepatitis is an inflammatory liver condition caused by a group of related viruses. Three types are most common: Type A, milder than the others and self-limiting, contracted from exposure to contaminated food or water; types B and C, both contracted from either blood exposure or sexual contact and causing a more severe, chronic condition than type A. Symptoms are generally flu-like initially, and can progress to abdominal pain, loss of appetite, dark urine and yellowing of the skin.

Meningitis is a potentially life-threatening inflammation of the tissues covering the spinal cord and brain. While it has multiple potential causes, one of the most dangerous is infection from bacteria. Some types of bacterial meningitis are highly contagious. Common bacteria can be transmitted through the spread of respiratory emissions during coughing, kissing, or sneezing or even sharing a water bottle. Common symptoms include headache, profound neck stiffness, fever, sensitivity to light and sound, confusion and an altered level of consciousness. Immediate emergency medical care is imperative, and immunization is recommended for adolescents/young adults, especially if living in a group-housing environment.

Therefore, students and employees are encouraged to obtain these vaccinations.

Health Precautionary Procedures

Hygiene: Students/Employees are to comply with hygiene standards of the University in order to reduce transmission of communicable diseases.

Reporting: A student/employee should report any exposure to a contagious disease that might pose a direct threat to the Health and/or Safety &

Security services of the University. Suspected communicable diseases should be reported immediately to the University's Director of Health Services for immediate action.

Response team: This team shall include the Dean of Student Affairs, and heads/representatives of the following:

i) Health Services,

ii) Campus Safety & Security,

iii) Risk Management,

iv) Department of Nursing,

v) Male and Female Resident deans.

A medically impaired student/employee with a communicable disease will be provided reasonable consideration regarding classes/work responsibilities as long as the disease poses no serious threat to the health, safety, or welfare of other students/employees.

Confidentiality: Medical information shall be treated with utmost confidentiality. Students/employees exposed to a communicable disease may be informed about possible exposure but not the identity of the patient.

Workers' Compensation: In most cases, employees who contract an illness through work are entitled to coverage under Workers' Compensation. Work-related communicable diseases shall be reported to the Human Resource Department with a medical certificate from the University's Director of Health Services, and the appropriate Workers' Compensation claim form is to be completed.

Medical Leave: The University may require students/employees to take a leave from their classes/work if they pose a serious risk to the health of others. Before returning to class/work they shall be required to provide a medical certificate confirming their complete recovery.

Travel: Before traveling, students/employees should review their immunization history with their own healthcare provider to determine which type of vaccinations are needed for their trip.

Education: The University will strive to periodically sensitize students/employees on communicable diseases. This education is provided to help students/employees understand both how communicable diseases spread and how to reduce the risk of exposure, as well as to reduce unwarranted fears of contracting a communicable disease.

Employee Training: The University shall provide training and the necessary equipment to each student/employee whose duties require contact with blood or other body fluids.

Non-Discrimination:

Employees: No discrimination against employment of an HIV/AIDS victim. It is the position of the University that AIDS is a handicapping condition, and as such, employment discrimination against an employee with HIV/AIDS is unlawful. An employee shall not be suspended (with or without pay), transferred, forced to take involuntary medical leave, be reassigned to another position, or subjected to any other adverse employment action, including termination of contract of appointment on the basis of testing HIV/AIDS. Such employees shall continue working until they have been declared unfit by a physician. Employees diagnosed as being HIV/AIDS positive shall be treated like any other employee with chronic illness, and shall be eligible for the same health benefits available to all employees.

Students: No discrimination against a student living with HIV infection or the AIDS disease. Students who are HIV/AIDS positive shall be allowed regular class attendance in an unrestricted manner as long as they are physically and mentally able to attend classes. Students with HIV infection will not be restricted in access to any student facilities, such as swimming pool, gymnasium, showers, or food service areas. Residence halls will respect student choices of roommates, but are open to students with HIV infection.

5.16.2   Education and Prevention

In response to the HIV epidemic, the University will ensure the following:

a) A program of education that reaches every employee and student which includes, but is not limited to, the means of transmission of the virus, high risk behaviors associated with transmission, best ways of preventing transmission of the virus, sites for and meaning of HIV testing, and compassionate concern for those in any stage of HIV infection. Such education shall be in accord with the latest information provided by the Centers for Disease Control, United States Public Health Service.

b) Specific education regarding HIV infection, transmission, and related emotional concerns for residence hall and health service staff to enable these staff members to adequately counsel students regarding HIV infection.

c) The establishment of an AIDS Committee to monitor compliance with this policy and to review and update the policy as necessary. Members of this Committee shall include, but not be limited to, a representative of the following groups: University Legal Advisor(s), physician, administration, health services, and guidance & counseling Service.

d) Universal precautions in the handling of potentially infected body fluids (blood, semen, or vaginal fluids) will be developed in accordance with accepted medical procedures. Surfaces contaminated by such body fluids will be cleaned and disinfected with commercial disinfectant solutions or household bleach. The Health Services will follow accepted medical guidelines for use and disposal of needles and other sharps. No lancets or other blood-letting devices will be reused or shared.

5.16.3 HIV/AIDS Testing

HIV testing shall not be mandatory, and results are confidential. Only individuals with a need to know, (the individual's private physician or clinicians in the health service) are privy to this information. Such information may not be released to other students/employees, administrators or parents without the expressed written consent of the infected individual. Pre- and post-test counseling will be available if testing is done at any site on campus. Sanctions can be levied against anyone who discloses the identity of a person tested for HIV/AIDS and/or the results of that test without the consent of the person.

5.16.4 Provision for Redress

Any student or employee who believes that he/she has not been treated in the manner set forth in this policy may request the assistance of the Counseling Department which shall make recommendations to the Dean of Student Affairs in the case of students, or the Welfare Services Board in the case of an employee.

5.17 Drug-Free Campus Policy

The University has adopted the health principles and practices espoused by the Seventh-day Adventist Church. This means that employees and students are absolutely prohibited from unlawful manufacture, distribution, dispensing, possessing, or use of controlled substances including alcohol and tobacco on the University premises or while conducting university business off-campus.

The term "controlled substance" means any drug including, but not limited to, heroin, marijuana, cocaine, and other similar drugs. The term includes legal drugs that have not been prescribed by a licensed physician. Additionally, included in this list are alcoholic beverages such as beer, liquor, or wine. Violators of this policy are subject to disciplinary action, up to and including immediate dismissal.

5.17.1 Components of the Drug-Free Campus Policy

The components of the Drug-Free Campus Policy at Valley View University are:

a) Prevention:

   i) Employees and students should be notified of the policy at the time of employment or enrollment and on an annual basis. Every employee is to sign a statement acknowledging receipt of the Employee Handbook when given a copy. They are also to acknowledge that the handbook contains the terms and conditions of employment;

   ii) Educational programmes on substance abuse are to be conducted through the university periodically. Such education should include, but not limited to the dangers of substance abuse;

   iii) All employees and students will be educated on the government and University laws for the unlawful possession, use, or distribution of illicit drugs and alcohol;

   iv) The University does not condone the abuse of drugs, it does, however, encourage employees and students with drug related problems to seek help from the Counseling and Chaplaincy Offices within the University in dealing with such problems.

b) Detection:

   i) The University reserves the right to investigate any employee or student where reasonable suspicion exists of drug or alcohol involvement. This includes the right to search offices, bags, books, lockers, on-campus vehicles, residence hall rooms, briefcases, and handbags, and the right to require appropriate drug test and confirmation by a re-test. The Vice Chancellor, Registrar or Dean of Student Affairs shall authorize such investigation. The entire process of drug investigation will be treated with highest confidentiality.

ii) If unlawful possession of controlled substance or drug paraphernalia is discovered, the University will confiscate the item(s), investigate the circumstances and institute disciplinary action.

iii) Initial report of a problem may be made by an employee or any other concerned person(s).

c) Confidentiality:

i) All drug investigation and drug testing information is confidential and should be treated as such by anyone who is authorized to have access to such records.

ii) All records and personal information of actions taken on employee under investigation or discipline with respect to drugs shall be maintained by the Registrar in a secured place. Only authorized individuals who have a "need-to-know" shall have access to such records. When appropriate, statistical reports will be compiled without personal identification information.

d) Assessment:

i) Any assessment of substance abuse will be performed by a qualified professional at a qualified assessment facility.

ii) If there is a reasonable suspicion of substance abuse, a three to seven-day suspension may be mandatory until assessment is completed.

e) Intervention:

i) If a substance abuse is established to be experimental, the individual is subject to discipline and may be required to participate in appropriate educational programme specified by assessment personnel.

ii) The individual must present satisfactory evidence from Counsellor indicating compliance with the specified educational programme.

iii) Any member of the University community who fails to comply with a specified educational programme, could be subjected to discipline up to and including dismissal.

f) Treatment:

i) An individual assessed to have a chemical dependency, he/she shall be required to enroll in an outpatient or inpatient treatment programme as a condition for further employment or enrollment.

ii) The individual must furnish evidence of compliance with the formulated plan of treatment.

iii) If there is non-compliance with the formulated plan of treatment, the individual's appointment will be terminated.

g) Discipline:

The unlawful use, possession, distribution, dispensing, or manufacture of a harmful substance or the use of alcohol or tobacco is a basis for full range discipline up to and including termination/dismissal under the policy for discipline and severance of an employee.

h) The policy for termination for employee:

i) In cases where there is a reasonable belief that a violation of law has occurred, cases may be reported to the appropriate law enforcement agency for investigation and possible prosecution.

ii) As a condition for employment, the employee shall abide by the terms of the University Drug-free Campus Policy and Procedure and shall notify their immediate supervisor of any criminal/drug legal conviction for a violation occurring in the workplace no later than five days after such conviction.

iii) The immediate supervisor shall notify the office of the Registrar of such conviction three days of receiving the information.

5.18   Policy on Safety and Security

a) General Policy:

Safety must be a constant and integral part of any job assignment. The University seeks to provide for the safety of employees through continuous efforts to maintain buildings, grounds, and equipment and by encouraging safe operating practices.

Employees should also contribute to safety by performing their jobs in the safest manner possible and by reporting to the supervisor any unsafe or dangerous conditions observed.

Employees are required to use safety gears such as helmets, belts, goggles, masks, etc, whenever and wherever necessary. Typical examples of unsafe conditions include slippery floors, improper or defective electrical wiring, broken windows, careless handling of equipment, defective

or broken equipment, equipment left in such a manner as to be a safety hazard, etc.

University Security Personnel are at post to ensure the protection of life and property on the University campus by enforcing laws and regulations of the University. The University Security Personnel are authorized to search, detain, seek explanation, restrain entry or exit any person within the precincts of the University, or leaving or entering the University. The security, in the exercise of this duty, shall do so with tact, discretion and professionalism.

b) Wearing of Personal Identification Badge:

It is mandatory for all persons including students, employees, and visitors on or entering the University Campus to wear/possess a form of personal identification tag. Visitors are to sign for ID badges at the security check points as they enter the campus and to turn them in at the same point as they leave the University campus. Security personnel are empowered to question, search, detain and if necessary exit any person found on campus without an ID badge.

c) Fire Prevention:

The importance of fire prevention in all departments cannot be over emphasized. As part of the University's effort to prevent fire outbreak, employees shall avail themselves for periodic fire prevention programmes organized by the University. Employees should become familiar with the fire prevention procedures in their department and in case of fire outbreak, to avoid panic and follow the following procedures:

i) Pull the handle on nearest fire alarm box, if available;

ii) Use the nearest fire extinguisher to control the fire.

iii) Call University Security at 030-7011-898 or Madina Fire Department (Redco Flats) at 191 and report the exact location and extent of the fire;

iv) Check for and inform others in the building area;

v) Close windows, doors, and other sources of draft.

d) Security:

The role of the University Security Personnel is to ensure the protection and security of University students, personnel, property, and to enforce University laws and regulations. The University Security Personnel are

authorized to search, detain, seek explanation, restrain entry or exit any personnel within, leaving, or entering the precincts of the University. All employees, students and visitors are required to wear their Identification badges all times on the university premises.

e) Lost, Stolen, or Found Property:

Articles found on campus should be turned in to the Safety & Security Department of the University. Information regarding lost or stolen items should also be reported to The University Security on 030-7011-898

f) Emergency:

In the event of any emergency or a general security problem, call University Security at 030 -7011-898. Always identify yourself by name, describe the nature of the emergency, and give the exact location. Also, promptly report the matter to your supervisor.

g) Safeguarding University Equipment:

All employees and students who handle University property, (equipment, furniture, buildings, etc) while it is under their control, are not permitted to use it for personal reasons. Unauthorized use or removal of University equipment or property may be a cause for immediate dismissal. Careless, mischievous, malicious, or willful damage to or destruction of University equipment may result in the responsible individual having to pay for the repair or replacement of such property. In addition, such conduct may be considered as grounds for immediate dismissal.

h) Occupational Safety:

Safe working conditions are of primary importance throughout the University. Each employee is asked to report any unsafe condition. Some examples of unsafe conditions are wet or slippery floors, unattended or improperly stored equipment, defective electrical wiring, accumulation of trash, cluttered exits, etc.

i) Firearms:

Firearms or other weapons (including explosives) are not to be brought to or kept on the University compound by anyone, whether holding a firearms license or not, except police officers and other law enforcement officials in the exercise of their lawful duties. Employees who violate

this regulation are subject to adverse employment action, including dismissal, and/or arrest and prosecution, as appropriate. Although security measures are in force, the University must depend on the cooperation of all employees in order to maintain a safe and harmonious environment in which to work. Employees are asked to report promptly any unusual activity to the supervisor and/or department head or to the University Security.

j) Emergency Alarm:

Whenever the campus is under severe security threat, Campus Security shall sound the alarm and take immediate action to alert all concerned. While under the alert, regularly scheduled events, including classes, must be delayed or canceled as the case may be.

5.19 Policy on Classified Information & Insignia

5.19.1 Classified Information

Classified documents include: minutes of meetings, committee decisions, discussions at official gatherings, documents meant for the archives, and official information meant to be communicated to those concerned by scheduled officers.

Procedurally, proceedings and actions from meetings are committed to those concerned by the secretary. This is to avoid distortion of information. Decisions from such meetings are properties of the members unless where significant others may benefit from the communications. Classified information is not to be made public unless one is officially authorized to do so. Appropriate disciplinary action will be taken against any employee who divulges classified information without the necessary authorization.

5.19.2 Use of University Insignia

In many ways the name 'Valley View University' is one of the University's most valued possessions. It is the name that distinguishes the University from other universities. The manner in which this name is presented graphically and verbally has a significant impact on public perceptions of the University. Lack of a clear graphic identity or an inconsistent use of that identity can create confusion and misunderstanding. Consistent use of the logos will help maintain and enhance the identity of the institution, its students and employees.

Before any student or employee produces any brochure, pamphlet or other announcements to the public, he or she should consult the office of the Registrar, through the Senior Assistant Registrar, University Relations. Student notices meant for any of the notice boards on campus should be approved by the Dean of Student Affairs.

5.19.3   University Image

Valley View University employs and trains professionals and scholars. As representatives of the University, it is essential that the appearance of students and employees reflect the institution's commitment to excellence, integrity and service. An appropriate, clean and professional appearance becomes a matter of considerable importance, especially when the student or employee is engaged in learning/teaching, serving or meeting the public as a representative of the University. Heads of Departments are responsible for:

a) orientation of students and employees to this standard;

b) responding to any questions which may arise; and

c) handling any areas of non-compliance which may occur.

5.20   Policy on Spiritual Affairs

5.20.1   Mission

The Chaplaincy Office is committed to the spiritual development of members of the university community. The department seeks to facilitate the growth of the total person towards a mature relationship with God, other persons, and God's creation in its entirety.

5.20.2   Ministry Approach

In implementing its mission, the chaplaincy focuses on Bible studies, spiritual disciples, counseling, selfless service to community, stewardship, witnessing and maintenance of positive attitude and behavior. Services offered by the department are carefully tailored to the specific needs of each category of the members of the University community. They include:

- Prayer Sessions

- Pastoral Counseling

- Preaching

- Training

- Worship

- Evangelism

- Research

- Community services

The chaplaincy has a mandate of offering spiritual growth-oriented services and, for optimum participation, the department is decentralized in a growing number of worship centres both on and off campus. Apart from face-to-face ministry through church programmes, counseling, Bible study, and visitation, the department also provides services through Wall evangelism and Manna Snack Stations on campus, and a variety of online option including prayer, counseling, correspondence Bible studies, discussion, and church service live streaming.

5.20.3 Worship Times

Regular Worship Services in these centers are as follows:

Monday to Friday: 8:00 AM - 8:20 AM	Workers' Daily Devotion
Wednesday: 5:00 AM - 6:00 AM	Morning Prayer Service
Wednesday: 6:30 PM - 7:30 PM	Mid-Week Worship Service
Friday: 6:00 PM - 8:00 PM	Vesper Worship Service
Saturday: 9:00 AM - 12:30 PM	Sabbath Worship
Sunday 6:30 PM - 7:30 PM	Bible Study

5.20.4 Faculty and Staff Worship Policy

Valley View University has a multi-cultural, multi-ethnic and international environment and all employees whether they are Seventh-day Adventists or not are required to act as role models in maintaining professional standards, discipline, spiritual development, student success and the mission of the Seventh-day Adventist Church. The following policy guidelines shall be observed by all employees:

a) It is the duty of every faculty and staff member to respect strictly the worship, prayer and Bible study hours. During worship and prayer service

hours, faculty members are not allowed to conduct class tests, quizzes, exams and teaching to students.

b) Faculty members are required to release the students at least fifteen minutes in advance to allow the students to attend worship or prayer service.

c) Staff members are not allowed to engage the students in any other form during worship and prayer hours.

d) Faculty and staff members are encouraged to attend the University worship and prayer services.

e) The Corporate Worship is a University programme held twice in a semester and the Vice Chancellor leads the worship and thus all faculty, staff and students are required to attend.

f) The Week of Spiritual Emphasis is a University programme held once in a semester and all faculty, staff and students are required to attend.

Faculty and staff members violating this policy shall be subjected to disciplinary action up to, and including termination of employment.

5.21   Policy on ICT

The policy on the use of Information and Communication Technology (ICT) Resources at Valley View University regulates the use of the University's computing resources within an atmosphere that encourages free exchange of ideas and an unwavering commitment to academic freedom. By adopting this Policy, Valley View University recognizes that all members of the University community are bound by laws of the government and laws relating to copyrights, privacy, security, and other statutes regarding electronic media.

Valley View University encourages the use of IT services to share information and knowledge in support of the University's mission of education which includes: instruction and classroom support, research and public service, and to conduct administrative functions that support this mission. The University acquires, develops, and maintains computers, computer systems, networks and information resources and provides these resources to the campus community of students and employees.

5.21.1   Definition of Terms

Policies governing the use of information technology systems at VVU may incorporate some or all of the following terms:

- **Authorization:** Only those users who have valid reasons (as determined by VVU Administration) for accessing the University's systems and information are granted access privileges appropriate to their educational requirements. Access is granted by means of a computer account, which also serves as identification.

- **Authorized Users:** They include but are not limited to faculty, staff, students, contractors, and guests that are in good standing with VVU and have a valid account for accessing VVU's IT system.

- **Access:** Proper permission to use a VVU computing resource according to appropriate limitations, controls, and guidelines.

- **Access Restriction:** Implies that not all users are able to retrieve a computing resource. There may be different levels of access among users of computers on the VVU Network.

- **Account:** Allows proper access to computing resources and prevents unauthorized use.

- **Authentication:** Ensures an identity. Each ID requires a password for validating identity.

- **Computing Resource:** Any computing/network equipment, facility, or service made available to users by the Valley View University.

- **Confidentiality:** The state where information can be viewed only by entities that have been authorized to view it. Such authorization is obtained from VVU administration.

- **Cracker:** A programme for identifying passwords. It is illegal to run such programmes within VVU's computing resource network. Offenders will face disciplinary action.

- **Data:** A representation of facts, concepts, or instructions suitable for communication, interpretation, or processing by human or automatic means.

- **Disk Space Allocation:** The amount of disk storage space assigned to a particular user by VVU Information Services or the appropriate system administrator.

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- **Director of Information Technology Services (DITS):** The person or office charged with ensuring proper administration and maintenance of VVU's Information Technology system. The Office of the Vice-Chancellor will appoint the Director.

- **Due Process:** The implementation of policy that follows procedures and practices established and approved by VVU, including notice and an opportunity to be heard prior to suspension or removal of user privileges.

- **Fair Use:** Use of computing resources in accordance with this policy and with the rules of VVU facility; use of computing resources so as not to unreasonably interfere with the use of the same resources by others.

- **File:** A collection of data treated as a unit.

- **Firewall:** A security system intended to protect an organization's network against external threats by preventing computers in the organization's network from communicating directly with computers external to the network and vice-versa. "

- **ICT:** Information and Communication Technology

- **Identification:** All system users are assigned a unique ID to use in accessing the University's systems and applications. User IDs are not to be shared. Users are responsible for maintaining the security of their IDs in all activities occurring under those IDs.

- **Privacy:** The expectation that activities and information stored on a network will not be disclosed to any other individual or entity on the network without authorization or permission of the owner.

- **Prudent and Responsible Use:** Use of computing resources in a manner that promotes the efficient use and security of one's own access right(s), the access rights of other users, and VVU computing resources.

- **Remote Activity:** Any computing action or behaviour that accesses remote site facilities via a VVU computing resource.

- **Remote Site:** Any computing/network equipment, facility, or service not part of, but connected with, VVU computing resources via a communications network.

- **SPAM:** Unsolicited "junk" e-mail sent to large numbers of people to promote products or services. Sexually explicit unsolicited e-mail is called

"porn spam". It also refers to inappropriate promotional or commercial postings to discussion groups or bulletin boards.

- **System Administrator:** An individual, appointed by the University to be in charge of administration of computer systems that are attached to VVU's IT network. The Director of Information Technology Services recommend such appointments.

- **Transmission:** The transfer of a signal, message, or other form of intelligence from one location to another.

- **Unauthorized Act:** With the exception of computing actions or behaviors permitted in this policy, any such act performed without the explicit permission of the Director of ITS, a designee, or the appropriate system administrator.

- **Unauthorized Access:** This includes anything from harmless exploration to hacking in order to gain access to information. Unauthorized access also includes gaining access to computer systems for future use (e.g. extortion). All unauthorized access attempts must be noted and logged. The Audit Trail/System Access Log must be reviewed regularly, exception reports must be generated and inspected by the System Administrator and appropriate action must be taken. A copy of the report of unauthorized access attempts must be produced and kept for future reference.

- **Usage Record:** Information or data indicating the level of usage of computing resources by a particular user.

- **User:** Any individual, whether student, faculty, staff, or external to VVU, who uses VVU computing resources.

- **User-id:** A character string that uniquely identifies a particular user to a VVU computing resource.

- **VVU's IT System/Network/Resources:** May include but is not limited to information systems, networking and telecommunications systems, data processing equipment, hardware, software, data transmission equipment and data storage devices.

5.21.2 General Provisions

Mission Statement

The mission of the Information Technology Services Policies is to ensure the confidentiality, integrity, and availability of information systems operated by Valley View University (VVU) as well as the confidentiality and security of all data on those systems while supporting academic freedom and general access for the campus community.

Purpose

Valley View University community is based on principles of honesty, academic integrity, respect for others, and respect for others' privacy and property. The Information Technology Services Department seeks to:

i) provide reliable and uninterrupted IT services;

ii) protect the confidentiality of data and privacy of its users, to the extent required or allowed under government laws, including but not limited to the Valley View University policy;

iii) safeguard the integrity of data and IT resources;

iv) maintain availability of IT resources within a reasonable time frame;

v) preserve VVU policies regarding harassment and the safety of individuals;

vi) minimize University liability from community use of IT resources;

vii) appropriately respond to claims of infringement of electronically posted copies of copyrighted materials; and ensure that the use of electronic communications complies with the provisions of the Policy;

viii) manage the systems such that the systems are able to recover effectively and efficiently from disruption;

ix) protect the University's IT assets including data, software and hardware; and

x) ensure the free exchange of ideas and support academic freedom.

Therefore, the purposes of this Policy are to:

- establish an IT policy on privacy, confidentiality, and security in electronic communications;

- ensure that University computing resources are used for purposes appropriate to the University's mission;

- inform the University community about the regulations and the University policies on ICT services;

- ensure that the computing resources are used in compliance with those regulations and the University policies; and

- prevent disruptions to and misuse of the University's ICT resources, services, and activities.

Scope

This Policy applies to:

a) all computing resources owned or managed by the Valley View University;

b) all computing resources provided by the University through other agreements with the University;

c) users whether affiliated with the University or not, and to all uses of those resources, whether on campus or from remote locations; and

d) all University computing equipment: hardware & software in the possession of University employees or other users of computing resources provided by the University.

Authority of the Policy

This Policy is issued by the Vice-Chancellor of Valley View University. The Director of ITS, in consultation with the Registrar, is responsible for the maintenance of this Policy.

The Information Technology Committee (ITC) and the Registrar review all changes and updates. Final approval and execution rests with the Vice Chancellor of Valley View University in consultation with the University Council.

The Vice Chancellor may assign the Director to administer the policy. In consultation with employees and students, the designated director shall develop, maintain, and publish specific procedures and practices that implement this Policy. Campus procedures shall include information on accessibility of student information, authorized users, procedures for restricting or denying use of its computing services, adjudication of complaints, network monitoring practices, and other matters related to ICT services.

Policy Review

All Information Technology policies shall be periodically reviewed and revised to meet VVU's needs. Changes to any policy may be made without prior notice, but will be followed by notification to all affected University personnel and students.

Conflict Resolution

If any Information Technology Policy is found to be in conflict with any other University policy, the conflict must be resolved by the proper entities. Points of conflict between this policy and any other University policy must be addressed and resolved no later than the next policy review appointment.

User Rights and Responsibilities

Computers and networks can provide access to resources on and off campus, as well as the ability to communicate with other users worldwide. Such open access is a privilege, and requires that individual users act responsibly. Users must respect the rights of other users, respect the integrity of the systems and related physical resources, and observe all relevant laws, regulations, and contractual obligations.

Students and employees may have rights of access to information about themselves contained in computer files. Files may be subject to search under University or government order. In addition, system administrators may access user files as required to protect the integrity of computer systems. For example, following organizational guidelines, system administrators may access or examine files or accounts that are suspected of unauthorized use or misuse, or that have been corrupted or damaged.

a) **Laws and Regulations:** All existing laws of the Government of Ghana and the University regulations and policies apply, including not only those laws and regulations that are specific to computers and networks, but also those that may apply generally to personal conduct.

Misuse of computing, networking, or information resources may result in the restriction of computing privileges.

Additionally, users may be held accountable for their conduct under any applicable University or campus policies, or procedures. Complaints alleging misuse of campus computing and network resources will be directed to those responsible for taking appropriate disciplinary action. Reproduction or distribution of copyrighted works, including, but not

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limited to, images, text, or software, without permission of the owner is an infringement of copyright law and is subject to civil damages and criminal penalties including fines and imprisonment as per government regulations.

Examples of misuse include, but are not limited to the following activities:

i) using a computer account that you are not authorized to use.

ii) obtaining a password for a computer account without the consent of the account owner.

iii) using the Campus Network to gain unauthorized access to any computer systems.

iv) knowingly performing an act that will interfere with the normal operation of computers, terminals, peripherals, or networks.

v) knowingly running or installing on any computer system or network, or giving to another user, a programme intended to damage or to place excessive load on a computer system or network. This includes but is not limited to computer viruses, Trojan horses, and worms.

vi) attempting to circumvent data protection schemes or uncover security loopholes.

vii) violating terms of applicable software licensing agreements or copyright laws.

viii) deliberately wasting computing resources.

ix) using electronic mail to harass others.

x) masking the identity of an account or machine.

xi) attempting to monitor or tamper with another user's electronic communications, or reading, copying, changing, or deleting another user's files or software without the explicit agreement of the owner. These activities will not be considered misuse when authorized by appropriate University officials for security or performance testing.

Privacy

Valley View University, as an institution of higher education, supports the basic right to privacy for all members of the University community. Nevertheless, as a private institution of higher education, the University is subject to

the laws of the land. Information or records stored on University IT resources may be called for public disclosure. In addition, network maintenance may require the monitoring of network traffic, but the University does not ordinarily review the content of such traffic. The University may have a necessity or reason to access files and accounts of its employees or students, including the investigation of complaints of misuse. It is therefore unreasonable for users of Valley View University's IT resources to have an absolute expectation of privacy in the use of such resources. The following are examples of conditions that might require administrative review of content:

a) The Director of ITS or system or network administrator may monitor network usage on the VVU information system for which they are responsible and keep appropriate records.

b) System or Network administrator may regulate bandwidth utilization.

c) Director of ITS reserves the right to access stored records, or data, on the VVU information system in response to a legally executed warrant or in cases where there is reasonable cause for immediate access and such access is approved by the University.

All information obtained while at VVU is confidential and cannot be used except for official reasons. Such information shall not be released outside Valley View University without management approval, except as permitted by government laws, and/or university policy.

No Liability on the Use of IT Services

a) VVU makes no guarantee that the functions or the services provided by or through the VVU information system will be error-free or without defect. VVU will not be responsible for any damage users may suffer, including but not limited to, loss of data or interruptions of service. VVU is not responsible for the accuracy or quality of the information obtained through or stored on the system. VVU will not be responsible for financial obligations arising through the unauthorized use of the system.

b) Users will not hold VVU responsible and cannot institute any claim, lawsuit, or have no cause of action arising out of the use of VVU's information systems or connection to the Internet.

c) VVU is not liable for any defamatory, offensive, infringing or illegal materials or conduct on the part of, or attributable to, any third party, and

reserves the right to remove such materials from its website without liability.

Acceptable Use Policy (AUP) & Compliance

Use of University computing resources is allowable subject to the following conditions:

a) AUP with Reference to Government Laws:

i) Comply with the laws of the Government of Ghana, and other applicable laws; university rules and policies; and all applicable contracts and licenses. Examples of such laws, rules, policies, contracts, and licenses include the laws of libel, privacy, copyright, trademark, obscenity, pornography; computer fraud and abuse, laws that prohibit "hacking", "cracking", and similar activities; the University's code of student conduct; the University's sexual harassment policy and all applicable software licenses. Users who engage in electronic communications with persons in other countries or on other systems or networks should be aware that they may also be subject to the laws of those other countries and the rules and policies of those other systems and networks. Users are responsible for ascertaining, understanding, and complying with the laws, rules, policies, contracts, and licenses applicable to their particular uses.

ii) Refrain from using university resources for personal commercial purposes or for personal financial or other gain. University IT resources are for use in conducting authorized University business. Using these resources for personal gain or illegal or obscene activities is prohibited. This prohibition against using IT resources for personal gain does not apply to scholarly activities, including the writing of textbooks or preparation of other teaching materials by faculty members, provided there is no violation of Patents, Copyrights, and Licensing. Consulting and other activities that relate to the faculty members professional development that have been approved by Valley View University are also not included in the prohibition of using IT resources for personal gain. Although not an inclusive list, examples of illegal or obscene use include theft, fraud, gambling, copyright infringement, sound or video recording piracy, and either viewing or distributing pornography.

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iii) No one shall use VVU IT resources to transmit or post libelous, abusive, threatening, or harassing material, spam, or communications prohibited by the government laws and University policy.

iv) Do not use VVU's IT system for illegal purposes. Do not attempt to harm other systems.

v) Do not engage in destruction or theft of private information.

vi) No one shall use VVU's IT system to perform activities that illegally infringe on copyrighted material, including, but not limited to, software, text, images, audio, and video.

vii) Only licensed software must be installed on VVU's computer systems.

viii) Do not share user names and passwords with others or providing access to unauthorized persons.

ix) No one shall launch denial of service attacks against other users, systems, or networks.

x) No one shall abuse the policies of any newsgroups, mailing lists, and other public forums through which they participate from a University account.

xi) No one shall knowingly or willingly interfere with the security mechanisms or integrity of VVU IT resources. Users shall not attempt to circumvent data protection schemes or exploit security loopholes.

xii) No one shall knowingly create, install, execute, or distribute any malicious code or computer virus or destructive programme on any VVU IT resource, regardless of the result.

xiii) No one shall use VVU IT resources to attempt unauthorized use, or interfere with the legitimate use by authorized users, of other computers or networks elsewhere.

xiv) Users are responsible for adhering to the policies and principles of such networks.

xv) VVU cannot and will not extend any protection to users who violate external network policies. Abuse of networks or computers at other sites through the use of VVU IT resources will be treated as an abuse of VVU IT resource privileges.

xvi) No one shall use a system attached to VVU network to capture data packets (e.g.,"sniffer") except for authorized or other official University business without a prior waiver of this policy.

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xvii) No one shall use VVU IT resources for political lobbying.

xviii) No one shall engage in unauthorized commercial actions including, but not limited to, running a business on VVU based website or running advertisements of a personal business.

xix) False Identity and Anonymity: Users of the University computing resources shall not, either directly or by implication, employ a false identity (the name or electronic identification of another). In other words, no one shall misrepresent his or her identity or relationship to the University for the purpose of accessing or attempting unauthorized access to VVU IT resources nor misrepresent his or her identity to other networks (e.g., IP address "spoofing") from VVU IT resources.

xx) Intellectual Property: The contents of all computing services shall conform to laws and University policies regarding protection of intellectual property, including laws and policies regarding copyright, patents, and trademarks. When the content and distribution of a computer resource would exceed fair use within the meaning of the Copyright Act, users of University computing resources shall secure appropriate permission to use and distribute protected material in any form, including text, photographic images, audio, video, graphic illustrations, and computer software.

b) AUP with Reference to University Policy:

i) Use only those computing resources that are authorized to use and use them only in the manner and to the extent authorized. Ability to access computing resources does not, by itself, imply authorization to do so. Users are responsible for ascertaining what authorizations are necessary and for obtaining them before proceeding. Accounts and passwords may not, under any circumstances, be shared with, or used by, persons other than those to whom they have been assigned by the University.

ii) Respect the finite capacity of those resources and limit use so as not to consume an unreasonable amount of those resources or to interfere unreasonably with the activity of other users. Although there is no set bandwidth, disk space, CPU time, or other limit applicable to all uses of university computing resources, the University may require users of those resources to limit or refrain from specific uses in accordance with this principle. The reasonableness of

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any particular use will be judged in the context of all of the relevant circumstances.

iii) University computing resources shall not be provided to individual consumers or organizations outside the University except with the approval of the Vice Chancellor of Valley View University. Such services shall support the mission of the University and not be in competition with commercial providers.

iv) No one shall perform, participate, encourage, or conceal any unauthorized use or attempts of unauthorized use of VVU IT resources.

v) No one shall connect any computer or network system to any of VVU's networks (e.g., direct connection, direct dial-in access) without authorization and employing reasonable and available technical and security standards - which, at a minimum, requires user identification and authentication.

vi) No one is allowed to change computer settings without permission.

vii) No one is allowed to change computer IP addresses without authorization. Such changes causes conflict on the network.

viii) Refrain from stating or implying that you speak on behalf of the university and from using University trademarks and logos without authorization to do so. Affiliation with the University does not, by itself, imply authorization to speak on behalf of the University. Authorization to use University trademarks and logos on University computing resources may be granted only by the Vice Chancellor of Valley View University. Users of computing resources shall not give the impression that they are representing, giving opinions, or otherwise making statements on behalf of the University or any unit of the University unless appropriately authorized to do so.

ix) Interference with University computing resources shall not be used for purposes that could reasonably be expected to cause excessive strain on any computing resource, or to cause interference with others' use of computer resources.

x) No one shall interfere with the intended use of VVU IT resources. All users shall share computing resources (e.g., bandwidth) in an ethical and fair manner and not unduly interfere with use by other authorized users.

xi) No user shall access (e.g., read, write, modify, delete, copy, move) another user's files or electronic mail without the owner's permis-

sion regardless of whether the operating system allows this access to occur.

xii) No one shall install or modify or reconfigure the software, data, or hardware of any VVU IT resource without appropriate authorization or permission.

xiii) No one shall place confidential information in computers without appropriately protecting it. The University cannot guarantee the privacy of files, electronic mail, or other information stored or transmitted on VVU IT resources.

c) AUP with Reference to User's Rights:

i) Respect the privacy of other users and their accounts, regardless of whether those accounts are securely protected. Users will be responsible for their individual accounts and will take all reasonable care to prevent others from being able to use their accounts. The ability to access other persons' accounts does not, by itself, imply authorization to do so. Users are responsible for ascertaining what authorizations are necessary and for obtaining them before proceeding.

d) AUP on Electronic Mail:

Email is a critical tool for accomplishing university business. To maintain optimum use of this resource, certain forms of mass email must be managed.

i) Do not use VVU address as a basis for launching SPAM.

ii) Sending mail to more than 100 addresses must be coordinated with the Director of ITS or designee to ensure effective network resource use.

iii) Those who regularly send messages to groups often are encouraged to use the mailman mailing list utility (http://www.vvu.edu.gh).

e) AUP on Network Security:

Storage of university data on computers and transfer of that data across the network require authorization since it increases the load on the network. Individual user security is the responsibility of every user of the network. When connecting to the VVU network, users must comply with the following policies:

i) *User names and Passwords: Password creation and maintenance is a significant part of network security.*

- Contact the Director of ITS to provide guidelines for creating secure passwords.
- Passwords will be changed every 180 days or less.
- The Director of ITS and/or designee will audit passwords for compliance and will require a user to change his or her password if it is compromised.
- All passwords used for authenticating to VVU resources will be encrypted to protect the confidentiality of the passwords.

ii) *User Authentication*: All users of VVU's IT network will prove affiliation with VVU through appropriate logon procedures obtained with proper authorization from the Director of ITS and /or designee. In the cases of visiting faculty, guests, or students, short-term accounts will be available from the Director of ITS or his/her designee.

iii) *Software Security*:

- In the case of any device connected to the network, all critical security patches for the operating systems including firewall and spyware software must be installed. In addition, such devices are required to run virus-checking software.
- The Director of ITS or designee may perform general scans to determine a device's vulnerability before allowing connection to the network.
- Software that interferes with the reliable operation of the network and its systems is not allowed. Examples of such software include viruses and spyware that cause denial of service. These programs generally enter the computer without the user's knowledge.

iv) *Equipment*:

- The Information Technology Committee will establish a minimum hardware configuration for a computer to connect to the network. The Director of ITS and/or designee must approve any equipment that does not meet those minimum requirements. Hardware with known vulnerabilities will not be allowed to connect to the network.
- Equipment that interferes with the reliable operation of the network and its systems or that attempts to bypass security and

capture data is not allowed. Examples of such equipment include "sniffers" or other devices that tap network resources and data. Only authorized equipments will be allowed. The Director of ITS and/or designee will remain aware of such possibilities and help resolve difficulties.

f) AUP on Malicious Codes & Virus Prevention:

Malicious computer code includes, but is not limited to, computer viruses, Trojans, worms, and hoaxes. Although these are technically distinct forms of code, they are still commonly referred to as viruses. Computer viruses pose a threat to VVUs computing and networking environment. A virus infection may manifest itself in the loss of data, disruption of computer and server software applications, compromises to the security of the network and connected computers, disruption of network services, and loss of faculty, staff, and student productivity. Because of the nature in which viruses propagate themselves within a networked computing environment, all VVU users have the responsibility to take precautions to prevent the initial occurrence and subsequent spreading of a computer virus. All members of the VVU computing community are put at risk without acceptable user practices being exercised by each individual member of the community.

To lessen the threat of computer viruses within the VVU environment, all employees and students must adhere to the following practices:

- A University owned computer is required to have a University approved antivirus software package installed and running;
- Real time protection (background scanning) should be activated if the computer is attached to the VVU network. Full disk scans are to be performed at a minimum of once a week if real time protection is activated; and
- If real time protection is not activated, full disk scans are to be performed once a day. Software virus definitions must be updated and kept current at all times.

g) Exemptions:

Certain research labs or offices may have difficulty operating within these policies. Exemptions to any of these policies may be available through consultation with the Director of ITS on a case-by-case basis.

5.21.3 Violation of Laws and Policies

The University encourages the use of computing resources and makes them widely available to the University community. Nonetheless, the use of computing resources is limited by restrictions that apply to all University property and by constraints necessary for the reliable operation of computer systems and services.

a) **Violations Should be Reported:** Anyone who has knowledge of abuse, misuse, and or unauthorized use of VVU's IT resources is obligated to promptly report the incident to the Director of ITS or University administration. It is strongly encouraged that VVU Security or local law enforcement agencies be notified immediately in the case of any act that may be illegal or could result in physical harm. In this respect:

   i) Users are expected to report any information concerning instances in which they suspect or have evidence that the above-mentioned policies have been or are being violated.

   ii) If at any time a user receives an electronic communication that places the user in peril or leads the user to believe that a criminal act may be pending, the user should immediately report the matter to the Vice Chancellor or local authorities.

   iii) Reports about suspected violations of these principles should be directed to the Director of ITS or Vice-Chancellor, or the Registrar of Valley View University.

b) **Enforcement:**

   i) *Sanctions*: The University considers any breach of security to be a serious offence. VVU reserves the right to temporarily suspend network access for any user who violates the provisions and restrictions of VVU's Information Technology Policies. Violation of VVU's IT policies may result in further disciplinary action as defined by the Student Handbook, and Employee Handbook, and offenders may also be prosecuted under Government and International laws.

   ii) *State Laws*: Government laws prohibit the theft or abuse of computers and other electronic resources such as electronic communications resources, systems, and services. Abuses include (but are not limited to) unauthorized entry, use, transfer, tampering with the

communications of others, and interference with the work of others and with the operation of computing resources, systems, and services. Offenders may be prosecuted by the Government.

iii) *University Disciplinary Actions*: University policy prohibits the use of University property for illegal purposes and for purposes not in support of the mission of the University. Users who violate this policy may be denied access to university computing resources and may be subject to other penalties and disciplinary action, both within and outside of the University. Violations will normally be handled through the University disciplinary procedures applicable to the relevant user. In addition to legal sanctions, violators of this Policy may be subject to disciplinary action up to and including dismissal or expulsion, pursuant to University policies.

5.22 Other University Policies

There are other University policies that have not been included in this document. Faculty and staff are to contact the Registrar to obtain copies of these policies. These policies include:

1. Books and Publications Policy
2. Library Policy
3. Housing Policy
4. Peer Review Policy
5. Examination Moderation Policy
6. Supplementary Exam Policy
7. Student Internship Policy
8. Project Supervision Policy
9. Quality Assurance Policy
10. WAD Working Policy

Chapter 6

Financial Policies and Benefits

6.1 Philosophy of Remuneration

The philosophy of remuneration is predicated upon the fact that a spirit of sacrifice and dedication should mark all employees of the University irrespective of the position they hold or the department they serve.

The University's remuneration scale is based on job classification without discrimination on the basis of physical disability, gender or age.

6.2 Mode of Remuneration

The mode of remuneration is the recognized method of remuneration of employee's salary plus specific identifiable allowances paid separately i.e. medical expenses, dental benefits and others as explained on the following pages.

Valley View University operates a consolidated salary structure called the Valley View University Salary Structure (VVUSS). VVUSS is unique to the University, although linked to the SDA Church system in terms of the basic pay.

The consolidated remuneration system is based on the salary structure.

6.2.1 Salary Structure

a) *Senior Members*

Employees with Masters Degree and above:

SM1	Professors and other analogous positions
SM2	Associate Professors and other analogous positions
SM3	Senior Lecturers and other analogous positions
SM4	Lecturers and other analogous positions
SM5	Assistant Lecturers and other analogous positions

b) *Senior Staff*

Employees with HND or Equivalent and BBA, BA, BSc or Equivalent:

SS1–5

c) *Junior Staff*

Employees with upto Diploma Certificates:

JS1–9

6.2.2 Monthly Basic Salary

The basic salary is added to an agreed sum as follows:

a) Union-wide (GUC) recommended base pay

b) Utitility: Gas, Water, and Electricity: Payable to all full time employees

c) Professional allowance: Payable to full time Senior Members only

d) Enhanced allowance: Payable to full time Senior Members only

e) Cost of Living Allowance (COLA): Payable to all full time employees

f) Transport Allowance: Payable to all full time employees

g) Responsibility Allowance: Payable to selected offices with responsibilities

h) Canteen Allowance: Payable to all full time employees only

i) Leave Allowance: Payable to all full time employees

j) Depreciation (Vehicle maintenance) Allowance is Payable to full time employees as follows:

i) Principal Officers - 100%

ii) Deans/Senior Assistant Registrars; Deputy Registrars, Director of Health services, Internal Auditor, Deputy Finance Officer - 80%

iii) HODs, Assistant Registrars (With special responsibilities) - 75%

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iv) Senior Members (Without additional responsibilities) - 60%

v) Senior staff - 40%

vi) Junior Staff: Motor allowance - 10% and Bicycle allowance - 5%

The above provisions are subject to revision by the University administration.

6.2.2.1 Tithe

In line with the policy of the Ghana Union Conference the tithe is deducted at source from the salary of all Seventh-day Adventists working in the University.

6.2.2.2 Car Loan

An employee qualifies for a car loan and depreciation according to the above categories after probation and confirmation of regular appointment. However, the employee has to apply for car loan to Budgetary Committee for approval and it is subject to availability of funds.

6.2.2.3 Increments

In order to provide a reasonable degree of uniformity in the area of wage increments, the University shall provide annual increments when the funds are available on a scale that will normally enable workers to reach the maximum rates for their categories normally within a period of ten years.

6.2.2.4 Wage Scale Implementation

In the implementation of this wage scale it is left to the discretion of the salary audit committee to determine the amount of the annual increase of the percentage rate of any worker where the minimum percentage rate of the wage scale exceeds the percentage rate being paid to a worker at the present.

The following factors shall serve as guidelines when evaluating the amount of the increase in percentage rate:

i) Budgetary provisions

ii) Productivity of the worker

iii) Number of years of service

iv) Preparation, education, dedication

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6.2.2.5   Employee on Call

An employee on call shall be put on the University's remuneration only and NOT former place of work. In other words, an employee on call shall NOT continue with his/her salary percentage from previous employer but will be placed according to the University's remuneration scale. However, the University shall develop a plan to train the needed manpower requirements from within the University.

A systematic plan shall also be prepared by the University for the personal improvement of the worker subject to availability of funds. The plan shall outline the area of growth and other objectives to be attained. The number of years of active service remaining prior to retirement should be taken into consideration as to the feasibility of the worker completing all areas of growth necessary to fulfill all the guidelines mentioned above.

6.2.3   Other allowances

Other allowances may be provided as and when reported and these are given below.

6.2.3.1   Medical Allowance

All VVU full-time employees shall be expected to subscribe to the National Health Insurance Scheme and are encouraged to seek medical attention at the medical facilities registered under the NHIS. The University shall however take up a special insurance scheme with a particular medical facility to take charge of conditions that are not provided for under the NHIS. For such conditions, as per the Seventh-day Adventist Church policy, 75% of total amount paid for outpatient treatment fee shall be reimbursed; and 90% of total amount refunded for inpatient treatment fee paid. Also, 100% refund of cost of drugs on malaria, hepatitis, typhoid, bilharzias, rickettsia, and rabies vaccines. However, the cost of any hospitalization in connection with the treatment of these diseases shall be dealt with as medical expense in terms of the regular medical expense policy. This shall also apply to employees' unmarried dependent children (biological or adopted) up to four (4) children below the age of 24 years.

6.2.3.2   Rent Allowance

Rent allowance for employees shall not be consolidated. The cost of accommodating faculty & staff shall be subsidized by the University as a means to

attract quality Faculty and Administrators.

Amount to be paid shall be decided upon at the beginning of each year and in the event that a faculty member secures accommodation above the approved rent to be borne by the University, the worker shall bear the difference and the tenancy agreement shall be between the Landlord and the would-be occupant. In such instance VVU shall only pay the maximum approved monthly rent allowance.

Senior Members living in their houses shall be paid "Owner Occupancy Allowance". Refer to University's housing policy for more information.

6.2.3.3 Research Allowance

Periodically, an amount shall be determined by the Research and Conferences Committee and approved by the Academic Board and Budgetary Committee and paid as per the guidelines stipulated by the Research and Conferences Committee. Refer to Research and Conferences Policy for more information.

6.2.3.4 Publication Allowance

Periodically, an amount shall be determined by the Books and Publication Committee and approved by the Academic Board and Budgetary Committee and paid when the publication is ready and voted by the Books and Publication Committee. Refer to Books and Publications Policy for more information.

6.2.3.5 Approved external proposal Allowance

All funding proposals submitted to and approved by external bodies, a percentage range of two(2) to five(5) of the total sum received by the University is payable to the writer/s of such proposals.

6.2.3.6 Book & Equipment Allowance

A reportable amount of two hundred Ghana Cedis payable to Senior Members per annum.

6.2.3.7 Child Education

The Child Education allowance is according to the Seventh-day Adventist Church policy. This allowance is only available if the child has enrolled at Valley View University or any other institution if the programme is not offered at Valley View University. The policy covers four children (whose ages are from 4 to 24 years) of an employee. Child Education Allowance is as follows:

a) Tuition and boarding: Refund of 75% of reportable amount

b) Transportation: 75% of reportable transportation of children to school with a maximum of GHC 75 per month.

The cost of books or books rented, school uniforms, PTA fees, and other miscellaneous charges are not to be paid by the University.

6.2.3.8 Funeral Allowance

As and when bereavement occurs, 100% of monthly basic salary are reportable. This covers spouse, child (biological or adopted), and parents.

6.3 Tuition Assistance

a) A full time employee enrolled only in a part-time or a distance education programme of VVU may register without tuition charge for a maximum of four undergraduate or graduate credit hours of course work each semester. This arrangement applies to working employees who are not on study leave. It must be noted that, the non-teaching staff may be allowed to study in the distance and part-time (evening) classes and shall not be allowed to study in the regular and sandwich mode while working.

b) The spouse of a full-time Valley View University employee who pays tithe and deducted at source as stated in section 6.2.2.1, may register to study at VVU without tuition charge for a maximum of four undergraduate or graduate credit hours each semester. If the said employee has completed three years of service to the university, the spouse may register additional credit hours at 50% of the normal tuition rate. This tuition benefit applies only to courses offered at Valley View University.

Application forms and detailed information regarding eligibility requirements, course limitation, etc. are available at the Finance Office.

6.4 Assistance for advanced studies

In order to improve the qualifications of promising employees, the University may provide assistance in pursuing a professional, post-graduate, or graduate training after the first three years of service.

a) **Application:** Request is received from the department, and the Scholarship Committee recommends study leave. In order to receive financial assistance during a study leave, an employee is required to process an Advanced Education Reimbursement Agreement form through the Finance Office.

b) **Budgetary Provision:** Plans for advanced education for which budgetary provision is needed should be included in the general budget of the University for each fiscal year that such expenses are to be met. An official approval should be obtained before the beginning of the fiscal year in which the leave is to be effective. Inclusion in the budget does not in itself constitute official approval of the plan, and no commitments should be made to an employee concerning educational plans until official approval is obtained.

c) **Amount of Financial Assistance:** An employee on study leave with full educational sponsorship is entitled to 60% of his salary and allowances. An employee on study leave with 50% educational sponsorship is entitled to 80% of his salary and allowances. An employee on study leave without sponsorship is entitled to 100% of his salary and allowances. An employee on study leave shall serve a bond according to the duration of the study leave. The University shall not pay Social Security to the retirement funds of an employee on study leave.

d) **Service Credit:** Service credit toward retirement accumulates during a University supported leave for study (being all categories of study leave as mentioned in c. above). For a non-supported study leave with approval, service credit up to two years is given upon the employee's return to the University. For a non-supported study leave without approval, there shall not be any service credit and reinstatement is subject to vacancy of vacated position.

e) **Financial Assistance for Study at a Distant Institution:** An employee, who is granted financial assistance during a study leave, receives as an allowance a negotiated amount covering up to a minimum of the following items:

   i) Full or partial salary and benefits at the employee's rank held at the time the leave is granted.

   ii) Tuition and travel expenses for the employee to and from the institution in which the study is authorized. The expense of moving

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family members and household goods is the responsibility of the employee.

iii) The cost of essential textbooks to the extent approved by the Scholarship Committee.

f) Financial Assistance for Study at a Nearby Institution:

i) An employee who has been authorized to pursue advanced study at a nearby institution may be reimbursed for mileage to and from the University at a reduced rate or portion of the expenses for a second domicile (70% percent of mileage).

ii) All study leave expenses covered by policy are reported on the regular expressed report form recorded as part of the advanced education reimbursement agreement.

iii) Intramural education, if allowed under exceptional circumstances, is undertaken on the same basis as extramural education including the negotiation of a written agreement.

iv) A written contract is made with the University by means of the Advanced Education Reimbursement Agreement in which the employee agrees to serve the University subsequently for five months for each month of the study leave up to a minimum of five years of service. Should another institution employ the faculty/staff member prior to the complete amortization of this amount either the employee or that institution is required to pay the unamortized amount.

v) The employee continues at the same academic rank and corresponding salary level during the time of the study leave.

vi) The expenses of advanced education including salary less any grants in-aid are charged to graduate study accounts receivable. When the advanced degree is earned or at such time as the employee declares in writing to the Vice-Chancellor that one is no longer a candidate for the degree, the amortization of the expenses is started according to the policy.

vii) At the conclusion of the study leave the University provides the employee an itemized list of expenses incurred during the leave. He/she is thus informed of the total amount to be amortized. Amortization is at the rate of 20% per year or as adjusted by the University administration depending on the amount of the indebtedness.

viii) If an employee fails to render service for the full period of amortization the Registrar notifies the Finance Officer who arranges for payment of the unamortized balance of the account. Interest is charged after discontinuation at a rate stipulated in the agreement until the account has been settled.

ix) Should the University discontinue the employment of the worker for reasons other than termination for causes, before the total amount advanced has been amortized, or the worker change the plan for employment in a manner unacceptable to the University so as to result in resignation from the position, the employee is responsible to reimburse the University for the unamortized balance at a rate stipulated in the agreement until the account has been settled.

Authorized Automobile: Assistance in operating automobiles shall be given only when the worker has first secured the approval of the VVU Budgetary Committee for recommendation to the University Council, and shall apply to one automobile only.

Mileage/Kilometer-rate: When employees are allowed to report mileage in connection with the use of privately owned automobiles on denominational business the mileage/kilometer plan is recommended as the equitable basis of reimbursement, with the University setting the rates per kilometer according to the expense of operating automobiles in the territory. The University shall set a mileage/kilometer limit for each individual employee. No charge is to be made for carrying denomination employee when mileage is allowed.

Depreciation: A depreciation allowance may be granted to full time employees by the University and the amount paid to be within the maximum specified in section 6.2.2 (j). The employee must be the owner and use the car for official work. In order to be considered for depreciation allowance, the faculty/staff must apply in writing to the Chair, Budgetary Committee.

6.5 Faculty and Staff Scholarship

6.5.1 General Guidelines

a) The University **shall not** sponsor any employee for undergraduate studies. However, the University administration may decide to sponsor an employee to study in critical areas (e.g. Medicine).

b) Senior staff **may** be sponsored if funds are available for the Masters degree only if the degree programme is in their respective area of work.

c) All junior and senior staff interested to study for higher degree must seek permission from the scholarship committee for approval. Such employees may be allowed to attend evening or distance education classes only because **they must be at post to work**. Employees shall not be allowed to study in the regular and sandwich programmes within or outside the University since it will interfere with their work.

d) The University shall not allow an employee to study outside the University for a programme that already exist in the University. The applicant has to provide evidence that the programme offered outside the University is significantly different and for the interest of the University before permission is granted by the scholarship committee.

e) Employees who are interested to study for higher degrees through evening, distance or part-time modes are advised to enroll in Universities within Ghana that have been accredited by the National Accreditation Board and approved by the scholarship committee. Local or Foreign certificates without accreditation from the National Accreditation Board and approval by the scholarship committee shall not be accepted.

f) All employees who have completed the Masters degree programme and have received their certificates may apply to be upgraded to senior member position. However, the University is not obliged to upgrade an employee after graduation, who did not seek formal approval to undertake further studies.

6.5.2 Categories of Scholarship

a) *Working Staff with sponsorship:* These are those who are working full-time but leave in the evenings for school locally. The University pays their fees and salary in full.

b) *Local part-time workers:* These are those who are studying outside Accra but come once or twice fortnightly to teach. The University pays their fees and salaries in full.

c) *Local study leave workers:* Those who are out of office and study in the country. There are three categories:

    i) Those given full sponsorship with stipend.

    ii) Those who receive full salary but not school fees

iii) Those whose fees (excluding boarding and lodging) are paid in full but do not receive salary.

d) *Full-time working staff without sponsorship:* These workers receive full salary and granted time out for their studies. They are responsible for their own fees.

e) *Local full-time working Valley View University students:* These are those who enjoy financial support as found in the Faculty and Staff Handbook. They are paid full salary and given time out for lectures.

f) *Full-time working staff studying abroad:* These are those who study during summer vacations. They receive full salary during their studies.

g) *International Sponsorship:* These are those who study outside Ghana, their fees are paid in full and are also given stipend.

6.5.3 Scholarship Policies

a) *Working staff with sponsorship:*

i) Books: Reportable up to GH₵ 200 per year (masters students) and GH₵ 300 per year (doctoral students)

ii) Equipment: $ 350 (given once)

iii) Transportation: Reportable up to GH₵ 240 per month

iv) Thesis expense is $ 400 and $ 1,000 (subject to review) for Masters and Doctoral students respectively.

b) *Local part-time workers on scholarship:*

i) Books: Reportable up to GH₵ 200 per year (masters students) and GH₵ 300 per year (doctoral students)

ii) Equipment: $ 350 (given once)

iii) No transportation given, since they already benefit from the monthly travel allowances

iv) Thesis expense is $ 400 and $ 1,000 (subject to review) for Masters and Doctoral students respectively.

c) *Local study leave workers (with full sponsorship; cf. section 6.5.2 category c) i) only):*

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i) Books: Reportable up to GH₵ 200 per year (masters students) and GH₵ 300 per year (doctoral students)

ii) Equipment: $ 350 (given once)

iii) Transportation if any is paid at the start and end of semester or programme

iv) Thesis expense is $ 400 and $ 1,000 (subject to review) for Masters and Doctoral students respectively.

d) *Full-time working staff studying abroad on summer basis:*

i) Textbooks: Reportable up to $ 100 per year

ii) Equipment: $ 350 (given once)

iii) No feeding allowance is given since they enjoy full salary.

iv) Thesis expense is $ 400 and $ 1,000 (subject to review) for Masters and Doctoral students respectively.

e) *Workers studying abroad:*

i) WAD Policy T35 and/or University Staff Handbook applies

ii) Equipment: $ 350 (given once)

f) Students under scholarship categories c) ii) and iii) in section 6.5.2 do not qualify for textbook, equipment, and transportation allowances.

6.6 Vacations and Leaves

6.6.1 Annual Leave/Vacation

Annual vacation with pay is provided for regular full-time employees at Valley View University. The following table details the category, rank and leave days due employees. The leave days are "working days".

Table 6.1: Annual Leave or Vacation

Category	Rank	Leave Days
1	*Principal Officers:* Vice Chancellor, Pro-Vice Chancellor, Registrar, Finance Officer, Dean of Student Affairs, Rector (s)	36
2	Senior Members	28
3	Junior & Senior Staff	21

Annual vacation should generally be taken in the year for which it is due. It is the responsibility of the worker to arrange his/her vacation in consultation with his/her supervisor. In case an employee is called for duty during leave period, he/she should be paid for that period or be allowed to extend the resumption date according to the days taken within the leave period. Again, if as a result of the nature of the responsibilities of the employee, he/she is unable to go on leave, the concerned Head of Department through the Dean shall apply to the Vice Chancellor in advance before engaging the services of the worker for payment in lieu of annual leave. On approval by the Vice Chancellor, the University shall pay 100% of his/her basic salary and Cost of Living Allowance (COLA).

6.6.2 Sick Leaves and Reporting of Illness/ Injury

Payment of Salary: If an employee is to be absent from duty due to emergencies, then he/she is required to report to his/her immediate supervisor in advance. In case of a prolonged sickness, an application for sick leave endorsed by the registrar should be submitted to the Finance Office. Payment of salary continues without interruption during the first 6 months of illness. If after 6 months, the employee does not recover from illness, 50% of his/her salary shall be paid for the next six months after which the University administration shall decide on the next action.

Work-related illness or injury: In the event of work-related illness or injury, which involves medical expense and/or time lost from work, a member should report the situation promptly to the Registrar.

Personal illness or injury: In the event of non-work-related illness which involves time loss from work, a faculty member should make a report to the Registrar if any of the following conditions apply:

i) if an employee is hospitalized for illness or accident.

ii) if an employee is not hospitalized for illness but the duration of the illness exceeds seven days,

iii) if an employee is not hospitalized in the case of an accident but is off work longer than three days.

6.6.3 Maternity Leave

Provision: Paid maternity leave will be granted for a period of twelve (12) weeks: (six [6] weeks before, and six [6] weeks after the date of normal deliv-

ery) or a period of eight (8) weeks from the date of cesarean delivery in accordance with the disability policy. The beginning date and duration of the maternity leave shall be in harmony with the advice of the attending physician. After the twelve (12) weeks, the nursing mother shall be granted to work half-day for six (6) months, after which she shall resume normal full-time work.

Additional Leave: If the employee needs additional time off after maternity leave, the employee shall apply through her supervisor/Head of Department to the Registrar with supporting documents from the physician for consideration by the Administration Committee (ADCOM).

Form to be Completed: Prior to the beginning of the maternity leave the employee shall submit a request to the Office of Human Resources for maternity leave. This form is available at the Office of Human Resources.

Healthy-Care Expenses: Assistance is provided on certain health care expenses that are incurred during a maternity leave.

Post Leave Employment: The employee may be allowed to return to the former position or a comparable position at the end of the maternity leave if the time away from work does not exceed four (4) months.

6.6.4 Family Leave of Absence without Pay

a) The University will provide an employee who has more than one year of continuous service and who is eligible for other benefits with up to twelve (12) working weeks of leave of absence without pay during a twelve (12) month period for the following purposes:

i) the birth of or care for the employee's newborn or newly adopted child.

ii) to tend to the needs of the employee's seriously ill spouse, parent or child. The University may require that the request for leave is supported by certification issued by a health care provider.

iii) to tend to the employee's own serious health condition that makes the employee unable to attend to his/her job.

b) The leave may be taken in one or more periods but may not exceed twelve (12) working weeks in a twelve month period. This leave, when taken in conjunction with maximum maternity leave, is limited to one month only.

c) Accrued vacation time may be utilized at the employee's request. Sick leave, however, may not be taken while on family leave. Any family

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leave continued after the paid leave has been exhausted may be taken on an unpaid basis.

d) While on a family leave of absence an employee will not accrue service credit.

e) A reasonable effort will be made by the head/ supervisor in conjunction with the Registrar, to place an employee in the same or a comparable position upon termination of a family leave of absence. There is however no guarantee that this will be possible.

f) The University may deny a family leave request for the reasons given below:

i) the other spouse is currently on family leave or is unemployed.

ii) doing so would create an "undue hardship" on the University's operation.

6.6.5 Sabbatical Leave

Sabbatical leave shall be granted to every senior member irrespective of rank after serving the University for six consecutive years; *that staff on sabbatical leave loses all allowances except utility and research allowances.*

6.7 Retirement Plan

The University participates in a retirement program administered by the West-Central Africa Division of Seventh-day Adventist Church. It is funded by the University for its Seventh-day Adventist employees and provides benefits in addition to the state Social Security program. This retirement plan recognizes years of denominational service as explained in the General Conference Retirement and counsel concerning retirement.

a) Service and Age Requirements: Determination of Service Credit: In order to be vested in the West-Central Africa Division, the employee should have a minimum service credit of 15 years

Normal Retirement Age: The normal retirement age is 65. An employee who meets the service credit requirement and who retires on his normal retirement date shall be entitled to receive retirement benefits.

Early Retirement: An employee who has reached the age of 62 and has 35 year of service may elect to retire and receive benefits.

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Employer Recommended Retirement: The University may also elect to recommend an employee for retirement benefits who has reached the age of 62 and who has 35 years of service credit provided the University pays to the Plan the equivalent of his basic remuneration for six months. This precision is not a guarantee of continuous employment after age of 62.

Alternative Plan: The WAD Committee may establish alternative retirement ages and service requirements according to conditions in its territory.

An employee planning for retirement should notify the Vice-Chancellor and the Finance Officer in writing at least six months prior to retirement so that necessary documents may be processed in time.

6.8 Death and Bereavement

a) **Death:** Regular full-time employees who lose an immediate family member in death may be granted a leave with pay up to five working days according to distances and circumstances. Up to seven working days will be allowed when travel to the funeral requires more than one day's travel. An immediate family member includes: husband, wife, child, father, mother, brother, sister, father-in-law, brother-in-law, sister-in-law, daughter-in-law, son-in-law, grandparents, and grandchildren.

b) **Bereavement:** A request for bereavement leave is made through the immediate head/supervisor and approved by the Registrar.

c) **Funeral Allowance:** An allowance for the funeral expenses of a worker's spouse, child, father, or mother may be granted up to 100 per cent of the worker's monthly basic salary.

Chapter 7

Appointments, Promotion and Separation

7.1 Categories of Employees

The workers at Valley View University may be broadly categorized as *Senior Members* and *Non-Senior Members*.

Senior Member : Senior Member "Means any member of academic, professional or administrative staff who, by appointment, becomes a member of convocation and these could be categorized into 'Teaching' and 'Non-Teaching' Staff.

Non-Senior Member : This category of workers refer to Junior and Senior staff.

The categories of workers may also be defined as follows :

i) Teaching Staff

ii) Non-Teaching Staff

7.1.1 Teaching Staff

The categories of teaching staff listed below are also categorized as *Senior Members*.

a) Tenured Lecturer : Tenured Lecturer refers to a faculty member appointed by the University on full-time and tenured basis. A tenured lecturer works full-time for 8 hours a day and 40 hours in a week. Tenured ranks refers only to persons in continuous full-time appointment and shall not hold any position in another institution or organization.

b) Contract Lecturer : Contract Lecturer refers to a lecturer who is employed full-time on contract. A full-time lecturer works for 8 hours a day or 40 hours in a week. Full-time ranks refers only to persons in continuous appointment and shall not hold any position in another institution or organization.

c) Part-time Lecturer : Part-time Lecturer refers to a lecturer who is employed less than full-time. Such lecturers serve for a short period of time or until the completion of a specific academic task. They serve either occasionally in some capacity or regularly as resource persons. Part-time ranks refers only to persons in non-continuous employment and may hold position in another institution or organization.

7.1.2 Non-Teaching Staff

The non-teaching staff includes the following categories of workers:

a) Senior Member : "Means any member of professional or administrative staff who, by appointment, becomes a member of convocation.

b) Senior Staff : Senior Staff refers to those persons in employment at the University of a rank higher than that of an administrative assistant or its equivalent.

c) Junior Staff : Junior Staff refers to those persons in employment at the university not higher that of an administrative assistant or its equivalent.

7.2 Faculty Appointments

7.2.1 Faculty Ranks/Levels

The faculty ranks or levels are as indicated below.

a) Assistant Lecturer/Assistant Research Fellow : This is the entry point rank for a faculty with Masters degree with a research component (MPhil)without any relevant post qualification experience.

b) Lecturer/Research Fellow : This is the entry point for holders of PhD or its equivalent to join as faculty or those who have served as an Assistant Lecturer/Assistant Research Fellow for at least two years.

c) Senior Lecturer/Senior Research Fellow : Faculty members to be promoted to this category should have served for a minimum period of

four years in the position of Lecturer and published at least four peer-reviewed papers.

d) Associate Professor : Faculty members to be promoted to this category should have served for a minimum period of five years in the position of Senior Lecturer and published at least six peer-reviewed papers after promotion to the rank of Senior Lecturer.

e) Professor : Faculty members to be promoted to this category should have served for a minimum period of five years in the position of Associate Professor and published a minimum of eight peer-reviewed papers after promotion to Associate Professor.

7.2.2   Procedure for Appointment

Appointments of Faculty shall follow the following procedures:

a) Advertisement of the position by the Human Resource Office;

b) Submission of applications to the Head of Department/Dean for comments and recommendation to the Vice Chancellor;

c) Short listing of interview candidates by the Vice Chancellor;

d) University Appointments and Promotions Committee interviews the applicants and recommends successful applicants to the University Council through the Academic Board for appointment.

7.2.3   Qualifications for Appointment

A person qualifies for appointment as lecturer if he/she holds a Doctor of Philosophy (PhD) Degree. Holders of Master of Philosophy (MPhil) [Graduate Research] Degree shall be appointed Assistant Lecturer and upgraded as Lecturer after two years of satisfactory work in areas of research, teaching and service.

7.3   Promotion of Faculty

Criteria for promotion of faculty members are as follows:

7.3.1 General Guidelines

Promotion shall be based on satisfactory performance in the following assessable areas:

a) Teaching;

b) Promotion of knowledge;

c) Service.

7.3.2 Norms for Assessable Areas:

Each of the three areas of attainment shall be assessed at one of the following levels:

i) High Performance [80-100%];

ii) Good Performance [60-79%];

iii) Adequate Performance [40-59%];

iv) Inadequate Performance [Below 40%].

7.3.3 Eligibility for Promotion

7.3.3.1 Lecturer/Research Fellow

Applicants must have attained the following:

a) served as Assistant Lecturer/Assistant Research Fellow or their equivalent for at least two years; and

b) applicant shall show evidence of "Promotion of Knowledge" and a minimum of "Adequate Performance" for teaching.

7.3.3.2 Senior Lecturer/Senior Research Fellow

Applicants must have attained the following:

a) served as Lecturer/Research Fellow, or its equivalent for a minimum of four years;

b) obtained a minimum of four peer-reviewed publications after appointment as Lecturer. At least two of the publications shall be published in refereed journals; and

c) The minimum scores in the three performance areas shall be as follows: Either

> **i)** "High" performance in any two areas plus "Adequate" in the third area; or
>
> **ii)** "Good" performance in all the three areas. For promotion to Senior Research Fellow rank, the candidate must score "Good" in Promotion of Knowledge.

7.3.3.3 Associate Professor

Applicants must have attained the following:

a) served as Senior Lecturer/Senior Research Fellow, or its equivalent grade for a minimum of five years;

b) must have a minimum total number of six (6) peer-reviewed publications after promotion to Senior Lecturer. At least four in refereed journals. The six publications shall earn the applicant "Good" performance in the Promotion of Knowledge, provided they are assessed to be of good quality.

c) Senior Research Fellows must have a minimum total number of eight (8) peer-reviewed publications after their promotion to Senior Research Fellow rank. At least six in refereed journals. The eight publications shall earn the applicant "High" performance provided they are all assessed to be of good quality.

d) Minimum scores in the three performance areas should be:

> **i)** "High" performance in any two areas plus
>
> **ii)** "Good" performance in the third area.

e) Senior Research Fellows must score "High" in Promotion of Knowledge.

7.3.3.4 Professor

For promotion to the rank of Professor, applicants must have attained the following:

a) served as Associate Professor for a minimum of five years.

b) have a minimum total number of eight (8) peer-reviewed publications after their promotion to Associate Professor. At least six in refereed journals. The eight publications shall earn the applicant "High" performance provided they are all assessed to be of good quality.

c) Scores in all three areas of performance must be "High".

7.3.4 Promotion under special circumstances

For exceptional performance, candidates may be promoted out of turn, or before they satisfy the normally applied conditions. However, their performance must significantly exceed the terms required for the normal conditions.

7.3.5 Guidelines on Evaluation

7.3.5.1 Evaluation of Teaching

1. Indicators for Assessment

a) Lecture/Teaching Load

b) Regularity and punctuality at lectures

c) Preparation of lecture materials

d) Provision of learning experience for students i.e. practical, field trips

e) Ability to complete the syllabus on schedule

f) Quality of examination questions and marking schemes

g) Punctuality in setting examination questions and marking of examination scripts

h) Comments of external examiners and moderators on applicant's examination questions and marking schemes;

i) Supervision of project works and theses of undergraduate and postgraduate students

j) Students' reaction to and assessment of applicant's teaching and supervision, etc.

2. Weighting

a) 10 points shall be awarded for excellent performance

b) 7 points shall be awarded for good performance

c) 5 points shall be awarded for average performance

d) 3 points shall be awarded for below average performance

The performance of an applicant in teaching shall be assessed as follows:

"High"	80-100
"Good"	60-79
"Adequate"	40-59
"Inadequate"	Below 40

3. Assessors

Assessment of a candidate's performance in teaching shall be undertaken by the:

a) Candidate

b) Candidate's Head of Department

c) School/Faculty Appointments and Promotions Sub-Committee

d) University Appointments and Promotions Committee

7.3.5.2 Evaluation in the Promotion of Knowledge

1. Indicators for Assessment

a) Research

b) Publications arising out of research

c) Invention arising out of research

d) Development of technology or products arising out of research

The following shall be considered and counted towards the number of publications:

a) Refereed Journal papers

b) Published Books in the areas of specialization for higher education

c) Chapters in published books in the areas of specialization for higher education

d) Conference Papers published in refereed conference proceedings/peer reviewed documents on exhibition

e) Patented inventions and technologies products

2. Weighting

a) A refereed journal paper shall be counted as one (1) publication

b) A published book for higher education in the area of specialisation shall be counted as one (1) publication

c) A published conference paper/peer reviewed document on exhibition shall be counted as one (1) publication

d) A Patented invention/technology/product shall be counted as one (1) publication

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e) A chapter in published book in the areas of specialisation for higher education shall be counted as half ($\frac{1}{2}$) a publication.

A critical assessment shall be made and weighed as follows:

i) A maximum of 10 points shall be awarded for each refereed journal paper

ii) A maximum of 10 points shall be awarded for each published book in the area of specialisation

iii) 5 points shall be awarded for each refereed Conference proceedings paper

iv) 5 points shall be awarded for each chapter in a published book in the area of specialisation for higher education

v) 5 points shall be awarded for each peer reviewed document on exhibition.

The performance of applicant in promotion of knowledge shall be as follows:

"High"   80-100%
"Good"   60-79%
"Adequate"   40-59%
"Inadequate" Below 40%

3. Assessors

a) Research and publications shall be certified by the candidate's Head of Department, the Faulty/School Appointments and Promotions sub-Committee and by the University Appointments and Promotions Committee.

b) Publications shall be assessed by appointed External Assessor(s).

c) For promotion to the rank of Senior Lecturer/Senior Research Fellow, one (1) Assessor shall be appointed.

d) For promotion to the ranks of Associate Professor and Professor, Two (2) Assessors shall be appointed. At least one shall be from outside the country.

7.3.5.3 Evaluation of Performance in Service

1. Indicators for Assessment

a) Service to the University: These include

i) Vice Chancellor

ii) Pro-Vice Chancellor

iii) Rector of University Campus

iv) Dean of Faculty/School

v) Head of Department

vi) Coordinator of Research Centre

vii) Member of Boards and Committees of the University

viii) Hall Dean, etc

b) Service to the National or International Community: These include

i) Membership of National and International Boards, Committees and Organisations

ii) Membership of Editorial Boards of recognised journals

iii) External Examiner or Moderator

iv) External Assessor for promotion of Research/Academic staff

v) Technical and consultancy work (evidenced by reports)

2. Weighting

A critical assessment of each of the factors shall be made and weighed as follows:

a) Service to the University

i) Administrative Experience:

Position	Points
Vice Chancellor/Pro-Vice Chancellor/Rector	30
Dean of Faculty/School/Hall Dean	25
Head of Department/Senior Tutor/Examination Officer/Coordinator of Research Centre	20

ii) Acting Positions:
Less than 3 months   5
3 months and above   10

iii) Membership of Committees/Societies:
Chairman   10
Secretary   8
Member   6

b) Service to the National and International Community:

Position	Points
Chairman of National and International Committees	10
Secretary/Other officials	8
Membership of National and International Committees	6
Membership of Editorial Boards of recognised journals	10
External Examiner/Moderator	10
External assessor for promotion of research	10

The performance of an applicant in Service shall be weighted as follows:

"High"   80-100
"Good"   60-79
"Adequate"   40-59
"Inadequate" Below 40

3. Assessors

Assessment of service shall be undertaken by the applicant, the applicant's Head of Department, Faculty/School appointments and promotions sub-Committee and by University Appointments and Promotions Committee.

7.3.5.4 Appointment of Assessors

The appointment of assessors for Appointments and Promotions shall be the responsibility of the Vice Chancellor who may act on the recommendations of the Dean of the candidate's Faculty/School.

7.3.5.5 Procedures for Promotion

a) An applicant submits promotion application to the Head of Department.

b) The Head of Department acknowledges receipt and forwards a copy to the Registrar.

c) The Head of Department makes no comment if his/her rank is below that for which the applicant is applying.

d) If below rank, Head submits the application to Faculty/School Appointments and Promotions Sub-Committee.

e) The Faculty/School Appointments and Promotions Sub-Committee shall not make any assessment of the application if the Chair and, at least, two of its members are not above the rank for which applicant has applied for.

f) In such a situation (as given above), the Dean shall forward all documents, without comments, to the Chairman of Appointments and Promotions Committee.

g) The University Appointments and Promotions Committee (UAPC) shall acknowledge receipt of applications from the Faculty/School copied to the candidates concerned.

h) The Secretary of the UAPC shall periodically update candidates on the status of their applications and any arrangements thereof.

i) The decision of the UAPC on an application shall be submitted to the Academic Board for recommendation to Council in the case of promotion to professorial ranks.

j) The final decision of the status of an application shall be communicated to the applicant by the UAPC within Twelve Months of receipt of application for promotion from Lecturer to Senior Lecturer and Eighteen Months from Senior Lecturer to Associate Professor and Professor.

7.4 Promotion of Non-Teaching Staff

7.4.1 Non-Teaching Staff Promotion Procedures

The procedure for appointment of non-teaching senior members (Administration and Professional) is the same as for Academic Senior Members (Faculty). For promotion of all non-teaching staff to higher ranks, the procedures given below shall be followed:

a) A member of staff who wishes to be considered for promotion shall complete the appropriate application forms and submit these to his/her Head of Department/Section/Unit where applicable;

b) On receipt of the application, the Head of Department/Section/Unit shall forward the same to the Registrar together with his/her written assessment of the candidate;

c) The Registrar shall submit all applications for promotion together with his/her assessment to the Appointment and Promotions Sub-Committee;

d) The Appointment and Promotions Sub-Committee shall make recommendations and forward the same to the University Appointment and Promotions Committee. The written assessment by the candidate's Head

of Department/Section/Unit and the Registrar/Committee Chair where applicable shall also be included.

7.4.2   General Guidelines

Promotion shall be based on satisfactory performance in the following assessable areas:

a) Ability to work hard

b) Promotion of profession

c) Human Relations

d) Service

7.4.3   Norms of Assessment

Assessment shall be by the following yardsticks:

High Performance	80%-100%
Good Performance	60%-79%
Adequate Performance	40%-59%
Inadequate Performance	Below 40%

7.4.4   Guidelines on Performance Evaluation

The following guidelines/indicators shall be applied in assessing and evaluating competence.

7.4.4.1   Evaluation of Ability to work

Proven ability to work according to schedule as evidenced by:

a) Grasp of administrative procedure, current administrative trends including relevant government administrative policies and guidelines.

b) Ability to work with less supervision

c) Initiative, resourcefulness and drive

d) Sense of responsibility

e) Capacity for sustained work

f) Quality of servicing Committees, preparation of materials for meetings, writing of minutes and reports promptly and accurately, taking follow-up actions effectively

g) Quality of overall output

7.4.4.2 Evaluation of Promotion of Profession

a) Written reports, papers, and memoranda on administrative matters and issues.

b) Relevant publications (articles in refereed Journals or books).

7.4.4.3 Evaluation of Human Relations

a) Good image and comportment in dealing with staff and the public.

b) Honesty and Integrity

7.4.4.4 Evaluation of Service

Services which candidate has rendered other than his/her own schedule of duties will be assessed by the Head of Section/Unit /Department, the Registrar, the Administration Appointments and Promotions Sub-Committee and the University Appointments and Promotions Committee and should include contributions to the University and community at the local, national and international levels.

7.4.5 Appointments and Promotions in the Registry

a) From Junior Assistant Registrar to Assistant Registrar : To be appointed as Junior Assistant Registrar an applicant must posses a Masters Degree. To be upgraded to the position of Assistant Registrar an applicant must have served satisfactorily in the University for at least two years. In addition, the candidate's performance as assessed by the Registrar in consultation with his/her Head of Section, where applicable, must be "good" performance in "ability to work" and at least "adequate" performance in two other assessable areas. Assessment should not be "inadequate" in any of the assessable areas.

b) From Assistant Registrar to Senior Assistant Registrar : Candidates must have served satisfactorily in the University for at least four years. In addition, the candidate's performance as assessed by the Registrar in

consultation with his/her Head of Section, where applicable, must be "good" performance in "ability to work" and at least "adequate" performance in the other assessable areas. Assessment should not be "inadequate" in any of the assessable areas.

c) From Senior Assistant Registrar to Deputy Registrar : For promotion to the grade of Deputy Registrar a candidate must have:

    i) served as a Senior Assistant Registrar in the University or in an analogous institution for at least five years, and

    ii) achieved at least "good performance" in "ability to work" and "adequate performance" in at least two other assessable areas, one of which should be "promotion of profession".

d) Registrar : Appointment of Registrar is done by the University Council in accordance with the relevant provisions in the University Constitution.

Promotion under Special Circumstances

For exceptional performance, candidates may be promoted out of turn, or before they satisfy the normally required criteria. However, their performance must significantly exceed the terms required for the normal conditions.

7.4.6 Promotion in the Finance Office/Internal Audit

A candidate seeking appointment to the grade of Assistant Accountant/Assistant Auditor/Assistant Procurement Officer must possess any of the following relevant qualifications:

1) Final Examinations Certificate of any of the following Professional Bodies.

    i) Institute of Chartered Accountants (ICA, Ghana)

    ii) Association of Certified Chartered Accountants (ACCA)

    iii) Chartered Institute of Management Accountants (CIMA)

    iv) Chartered Institute of Purchasing and Supply (CIPS)

2) A Higher Degree in Accounting and/or Finance

3) A Higher Degree in Purchasing and Supply and/or Logistics and Supply Chain Management, and/or Equivalent Qualification.

a) From Assistant Accountant/Assistant Internal Auditor to Accountant/ Internal Auditor/Procurement Officer: Candidates must have:

i) served as an Assistant Accountant/Assistant Internal auditor for at least four years; and

ii) achieved at least "adequate" performance in all assessable areas. Where graduates of professional accountancy bodies are given membership, they may be up-graded to the grade of Accountant/ Internal Auditor/Procurement Officer irrespective of experience, provided their performance is such as to make promotion justifiable.

b) From Accountant/ Auditor/Procurement Officer to Senior Accountant/Senior Auditor/Senior Procurement Officer: Candidates must have:

i) served as Accountant/ Auditor/Procurement Officer for at least four years; and

ii) achieved at least "good performance" in "ability to work" and "promotion of work" and at least " adequate" performance in the other assessable areas from an external assessors' reports.

c) From Senior Accountant/ Senior Auditor/Senior Procurement Officer to Deputy Finance Officer/Deputy Internal Auditor/Director of Procurement: Candidates must have:

i) served as Senior Accountant/ Senior Auditor/Senior Procurement Officer in a University or an equivalent grade in a analogous institutions for a minimum of five (5) years; and

ii) two external assessors reports shall be required. The appointment, which is tenure, shall be by interview and the panel shall include one of the two external assessors.

d) Finance Officer/Internal Auditor: The appointment of Finance Officer /Internal Auditor shall be in accordance with the University's Constitution.

7.4.7   Promotion in the University Library

All fresh appointments shall be by interview.

a) Junior Assistant Librarian: Candidates must be graduates from a recognized University and must possess a Master's degree in Librarianship or equivalent.

b) Assistant Librarian: Candidates seeking appointment as Assistant Librarian must possess a Master's degree in Librarianship and must have acquired two years relevant experience in Librarianship.

c) **Senior Assistant Librarian:** For appointment as Senior Assistant Librarian, candidates must possess a Master's Degree and must have served as Assistant Librarian in a University or an analogous institution for a minimum period of four years. The candidate must have published a minimum of four papers and out of the four papers; two shall be peer-reviewed publications. The assessment follows the same process as for the promotion of Faculty members.

d) **Deputy Librarian:** For the position of Deputy Librarian, a minimum of six peer-reviewed publications after promotion to the rank of Senior Assistant Librarian are required and the applicant must have served for a minimum of five years after promotion to the rank of Senior Assistant Librarian.

e) **Librarian:** For the position of Librarian, a minimum of eight peer-reviewed publications after promotion to the rank of Deputy Librarian are required and the applicant must have served for a minimum of five years after promotion to the rank of Deputy Librarian.

7.4.8 Works & Physical Development

a) **Assistant Architect/ Assistant Quantity Surveyor/Assistant Engineer:** To be appointed as Assistant Architect/ Assistant Quantity Surveyor/Assistant Engineer the candidate must have a Bachelors Degree or its equivalent and Membership of a relevant professional body is required.

b) **From Assistant Architect/Assistant Quantity Surveyor/Assistant Engineer to Architect/Quantity Surveyor / Engineer:** Candidates must have:

   i) served as Assistant Architect/Assistant Quantity Surveyor/Assistant Engineer for at least two years.

   ii) achieved at least an "adequate" performance in all the four assessable areas.

c) **From Architect/Quantity Surveyor/ Engineer to Senior Architect/Senior Quantity Surveyor / Senior Engineer:** Candidates must have:

   i) served as Architect/Quantity Surveyor/Engineer for at least four years.

   ii) achieved at least "good" performance in "ability to work" and at least an "adequate" performance in the other three assessable areas.

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d) Chief Architect/Chief Quantity Surveyor/Chief Engineer: Candidates applying for this position must have:

    i) served as a Senior Architect/ Senior Quantity Surveyor/ Senior Engineer in a University or an analogous institution for a minimum of five years and two external assessors' report shall be required.

    ii) The appointment which is tenure, shall be by interview and the panel shall include one of the two external assessors.

e) Director of Works and Physical Development: Appointment is done by the University Council in accordance with the relevant provisions in the University Constitution.

7.4.9   Information Technology Services

a) Assistant Programmer /Assistant Network Administrator /Assistant System Administrator /Assistant Database Administrator /Assistant Client Support: The minimum entry requirement for the position of Assistant Programmer /Assistant Network Administrator /Assistant System Administrator /Assistant Database Administrator /Assistant Client Support is a Bachelor's Degree in Computer Science or Information Technology.

b) From Assistant Programmer /Assistant Network Administrator /Assistant Systems Administrator /Assistant Database Administrator to Programmer/ Network Administrator /Systems Administrator /Database Administrator: Candidates applying for the position must have:

    i) served satisfactorily as a Assistant Programmer /Assistant Network Administrator /Assistant System Administrator /Assistant Database Administrator /Assistant Client Support in the University or an equivalent grade in an analogous institution for at least two (2) years.

    ii) passed the relevant professional examination with at least MCAD /MCSD /MCPD /CCNA /CWNA /MCSA /MCDBA

    iii) achieved at least an "adequate" performance in all the four assessable areas.

c) From Programmer/ Network Administrator /Systems Administrator /Database Administrator to Senior Programmer /Senior Network Administrator /Senior System Administrator /Senior Database Administrator: Candidates applying for the position must have:

i) served satisfactorily as Programmer/ Network Administrator/ /System Administrator /Database Administrator for at least four years.

ii) passed the relevant professional examination with at least MCSD /MCPD /CCNP /CWNP /MCSE or other advanced international certifications.

iii) developed user and technical manuals for software /network /sytems administration/ database used by the University students, faculty and staff. In the case of software, the candidate must have developed and deployed at least four software applications successfully being used by the University or other equivalent corporate entities.

iv) achieved at least "good performance" in "ability to work" area and "adequate" in the three other assessable areas, one of which should be promotion of profession.

d) From Senior Programmer/ Senior Network Administrator /Senior System Administrator /Senior Database Administrator to Deputy Director Software Development /Deputy Director Systems & Network Administration /Deputy Director Client Support: Candidates applying for the position must have:

i) served satisfactorily as a Senior Programmer/ Senior Network Administrator /Senior System Administrator /Senior Database Administrator for at least five (5) years.

ii) passed the relevant professional examination with at least /MCSD /MCPD /CCNP /CWNP /MCSE or other advanced international certifications

OR

Masters degree in Computer Science/Information Technology with at least MCAD /CCNA /CWNA /MCSA /MCDBA or other equivalent international certifications.

iii) developed user and technical manuals for software /network /sytem /database used by the University students, faculty and staff. In the case of software, the candidate must have developed and deployed at least six software applications successfully being used by the University or other corporate entities supported by the University.

iv) achieved at least "good performance" in all assessable areas,

e) From Deputy Director Software Development /Deputy Director Systems and Network Administration /Deputy Director Client Support to Director of Information Technology Services: Candidates applying for the position must have:

i) served satisfactorily as Deputy Director for at least five (5) years in the University or an equivalent grade in an analogous institution;

ii) passed the relevant professional examination with at least /MCSD /MCPD /CCNP /CWNP /MCSE or other advanced international certifications;

OR

Masters degree in Computer Science/Information Technology with at least MCAD /CCNA /CWNA /MCSA /MCDBA or other equivalent international certifications;

iii) developed user and technical manuals for software /network /sytemadministration /database used by the University students, faculty and staff. In the case of software, the candidate must have developed and deployed at least eight software applications successfully being used by the University or other equivalent corporate entities;

iv) achieved at least "good performance" in all assessable areas.

Note : Where an employee in the ITS Department obtains a Masters degree, he/she may be upgraded to senior member position by the University but his/her promotion in ITS Department shall depend on the fulfillment of the above stated conditions.

Promotion under Special Circumstances

For exceptional performance, candidates may be promoted out of turn, or before they satisfy the normally required criteria. However, their performance must significantly exceed the terms required for the normal conditions. To qualify for promotion under exceptional performance, the candidates must have:

i) achieved extra-ordinary performance in the area of Software Development /Network Administration /Systems Administration /Database Administration /Client Support.

ii) passed the relevant professional examinations; MCSD /MCPD /CCNP /CWNP /CCIE /CCVP /MCSE or other recognized advanced international certifications.

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7.4.10   University Health Services

Medical/Dental Officer

a) **Medical Officer/Dental Officer:** Candidates applying for the position must have:

   i) qualified as Medical Officer/Dental Officer registered with the Ghana Medical and Dental Council.

   ii) two years post qualification experience.

b) **From Medical Officer /Dental Officer to Senior Medical Officer /Senior Dental Officer:** Candidates applying for the position must have:

   i) qualified as Medical Officer/Dental Officer registered with the Ghana Medical and Dental Council.

   ii) four (4) years post qualification experience as a Medical Officer or Dental Officer or an analogous position.

   iii) an external assessor's report shall be required.

c) **From Senior Medical Officer /Senior Dental Officer to Principal Medical Officer /Principal Dental Officer:** Candidates applying for the position must have:

   i) served as Senior Medical Officer/Dental Office in a University or an equivalent grade in an analogous institution for a minimum of five (5) years.

   ii) two external assessors' report shall be required.

   iii) The appointment, which is tenure, shall be by interview and the panel shall include one of the two external assessors.

Pharmacist

a) **Appointment of Pharmacist:** Candidates applying for the position must have:

   i) obtained the relevant professional qualification; and must be registered with the Pharmacy Council; and

   ii) two (2) years post qualification experience in a University hospital or an analogous institution.

b) From Pharmacist to Senior Pharmacist: Candidates applying for the position must have:

    i) post-graduate degree or relevant professional qualification is required,

    ii) registered with the Pharmacy Council.

    iii) four (4) years post qualification experience in a University hospital or an analogous institution.

    iv) an external assessor's report shall be required.

c) From Senior Pharmacist to Pharmacy Superintendent: Candidates applying for the position must have:

    i) served as Senior Pharmacist in a University or equivalent grade in an analogous institution for a minimum of five (5) years.

    ii) registered with the Pharmacy Council.

    iii) two external assessors' report shall be required.

    iv) The appointment which is tenure shall be by interview and the panel shall include one of the two External Assessors.

Director of University Health Services

The appointment of a Director of University Health Services shall be in accordance with the relevant University statutes specified in the constitution.

7.4.11   University Sports Directorate

a) Appointment of Director of Sports: Candidates applying for the position must have:

    i) post-graduate degree or equivalent professional qualification is required;

    ii) ten (10) years post-qualification experience.

    iii) knowledgeable in sports organization at the University Level, as well as the Adventist Philosophy of Health Principles.

    iv) The appointment which is tenure shall be equivalent to the position of Senior Assistant Registrar.

7.4.12   Quality Assurance & Planning

a) Appointment of Director of Quality Assurance & Planning: Candidates applying for the position must have:

i) at least a Masters degree;

ii) minimum of five (5) years post-qualification experience as lecturer.

iii) The appointment which is tenure shall be equivalent to the position of Senior Assistant Registrar.

7.4.13   University Basic Schools

a) Appointment of Headmaster: Candidates applying for the position must have:

i) at least a Masters degree;

ii) minimum of fifteen (15) years relevant post-qualification experience in Educational Administration and/or Guidance and Counseling. The candidate must be of Assistant Director rank and above or equivalent in an analogous institution.

iii) The appointment which is tenure shall be equivalent to the position of Senior Assistant Registrar.

Chapter 8

Faculty Duties and Responsibilities

8.1 Faculty Workload

8.1.1 Annual Faculty Workload Plan

a) The Dean of each Faculty/School shall give a written statement of the upcoming year's plan to each Department Head not later than the end of the 2nd semester of the ending academic year.

b) Each Head of Department in consultation with the lecturers shall create an annual work plan that details the responsibilities of each faculty in his/her department.

c) The plan shall cover the twelve month period from July 1 to June 30 and shall include the faculty's annual holidays.

d) The Faculty/School Boards must formally endorse any alterations of the plan.

e) Faculty evaluation will, in part, be based on an assessment of a Lecturer's fulfillment of the plan.

8.1.2 Determination of Workload

The Approved full workload for faculty is determined by the following formula:

Table 8.1: Faculty Workload

Category	Teaching Credits	Research & Publishing	Advising & Counseling	Credits for Co-curricula (Church or Community Service)	Total
Dean	6	1.5	0.5	2	10
HOD/ Directors /Hall Deans	9	1.5	0.5	2	12
Examination Officer	10	1.5	0.5	2	14
Lecturer	12	1.5	0.5	2	16
Part-Time Lecturer	3	N/A	N/A	N/A	3

8.1.3 Teaching Component of Workload

The teaching component of a load is influenced by the following considerations:

a) Since teaching is a priority of the University, it generally constitutes a maximum of a lecturer's work plan.

b) The current course offering needs of the the individual schools and their departments;

c) The type or level of teaching activity; for example, lecture, seminar, laboratory, field-work, team teaching, supervision of interns and senior project.

d) Teaching includes the following activities:

    i) revision of course content so that it reflects the most up-to-date knowledge;

    ii) encouraging students to become active problem solvers, who can identify what information is needed, locate that information, evaluate it, synthesize it and apply.

8.1.4 Research Component of Workload

The research component of a load is influenced by the following considerations:

a) Research should generally not exceed one-half time of a faculty work load.

b) Research includes the following activities:

    i) Preparation, presentation and publication of academic articles, books, or artistic production in one's discipline.

8.1.5 Services Component of Workload

The service component of a workload is influenced by the following considerations:

a) Since teaching and research are priorities of this University, service should generally not exceed one-fourth time of a lecturer's work plan;

b) Service includes the following example of types and activities:

    i) active involvement in University administration including Convocation and University committees, responsibility for University, school or department, or program evaluation and accreditation;

    ii) active involvement in the university's activities. Such as promoting students, contributing to the University's sense of scholarly community, conducting continuing education workshops, directing and supervising student organization, etc;

    iii) active leadership in community, church, or government organization.

8.2 Teaching Responsibilities

8.2.1 Curriculum and Instruction Responsibilities

a) To contribute toward curriculum development by keeping one's Department, School or University Curriculum Committees informed of changes in ones' discipline or area of specialization.

b) To use technology, library and computer resources, literature, audio-visual materials, observation, experiment, practical experience, and interpersonal relationships in a manner to create a climate promoting student learning and spiritual growth and by Integrating Faith and Learning.

c) To fulfill all course objectives and cover the entire syllabus, to meet all teaching appointments, and to consult with the department head before cancelling or rescheduling a class session.

8.2.2 Grading Responsibilities

a) To evaluate or grade individual students according to criteria approved by the Academic Board. This should be made clear to the students;

b) To submit student grades to the department head and school dean within designated time limits.

8.2.3 Academic Counseling Responsibilities

a) To have regular office hours for academic counseling as posted and approved by the departmental head.

b) To refer students if necessary to campus and off-campus resources.

In performing the duties indicated above, the teacher should allow, among other things, the freedom of expression and free discussion of the subject matter in class; be fair and show no bias with regard to students' nationality, religion, gender, tribe, political affiliation, or socioeconomic status.

8.2.4 Preparation of the Syllabus

Each school is expected to prepare the syllabus for all courses offered in the school. Preparation of the syllabus is done by the Curriculum Review Committee and the members include the School Dean (Chair), Heads of Departments, Course Instructor or an expert in the subject area and other members, refer to section 4.3.3 for complete list of members. Generally, all syllabi may be reviewed and updated every year. The Dean shall submit the revised school syllabi for publication on or before April 30 of every year.

An important responsibility of a teacher is to give clear and accurate information to students at the beginning of each semester about the content and requirements of a course as given in the syllabus or course outline. The teacher shall confirm that each student has obtained a copy of the syllabus on the first day of class. The teacher is also required to give contact information including teacher's name, e-mail address, contact hours and location. Barring any revision before the next Academic Bulletin, the teacher shall make sure that the syllabus/course outline covers the content as described, in the current bulletin and fulfills required expectations of the school/department.

Each syllabus/course outline should contain the following information in the order which best suits the school/department plan of organization:

a) General Information: The course code, title, credit hours including hours for tutorials and practical sessions.

b) Course Description: The course description given in the academic bulletin will be expected to be sufficient.

c) Objectives: The objectives for the Course should be clearly stated.

d) Textbooks: All textbooks and recommended reading materials - books, journals, audio-visual materials - should be listed.

e) Course Policies: The University's/teacher's policy on absences, tardiness, make-up work and plagiarism should be clearly stated as well as any other general expectations for outside reading, keeping of journals, papers, oral reports, field trips, laboratories, etc.

f) Examination and Grading Policy: The examination procedure and grading policy should be described in detail. This will include the number, method and value of quizzes, tests, examinations, date and time of final examination and other testing methods. The grading system that is used should be accurately described. In general, one should be able to determine from this section how a teacher arrives at the final grade for a student in the Course.

g) Lecture Schedule: Provide a weekly schedule of lectures, quizzes, class tests, examinations, reading assignments and other class requirements.

h) Assessment Policy: Assessment of students at Valley View University degree programmes shall be in accordance with the following institutional assessment policy.

Scores	Grades	Grade Points	Description
80 - 100	A	4.00	Superior
75 - 79	A-	3.67	
70 - 74	B+	3.33	
65 - 69	B+	3.00	Above Average
61 - 64	B-	2.67	
56 - 60	C+	2.33	
50 - 55	C+	2.00	Average
45 - 49	C-	1.67	
40 - 44	D	1.00	Below Average
00 - 39	F	0.00	Fail

i) Senior Research Projects Assessment (Long Essays):

Senior Research Project is compulsory for all students and due to large class sizes, the students shall work in groups. A group shall be made up

of a minimum of three (3) students and each group shall work on one project. Each project student shall pay for two (2) credits for the 6-credit hours project.

Each group of senior project students is given one year to complete the project. If the senior project is not completed within the one year period, the Dean of the School shall submit a report to the Vice Chancellor on all students that were not able to complete the projects by giving reasons. If the failure lies with the supervisor, the University shall take appropriate action. However, if the failure lies with the student(s), the student(s) shall make written request to the Dean of the School through the Head of Department for a six (6) month extension of the project period. The Dean shall approve the extension after the payment of extension fee which is the cost of one (1) credit or half of the original fee paid earlier. All students in the group shall pay the extension fee.

If the group of students is unable to complete the senior project after the six (6) month extension, then all the members of the group shall earn an F-grade and the F-grade shall not be changed. If some of the students in the group abandon the project, then the students that have abandoned the project shall be awarded with F-grade and the F-grade shall not be changed. The remaining group members shall be required to complete the project and earn appropriate grade. Where the number of students is low that a supervisor will supervise ten students or less, the Dean must discuss with the Vice Chancellor on the number students to be supervised. Payment of supervisor's remuneration shall be made only when the students have submitted the completed senior project.

The research work earns a letter grade, A-F. The following provides guidelines for evaluating students' research project or long essays.

i) **Score A-Distinction:** A research project in this category gives a cogent, concise, and a well-formulated critique of the subject matter. It shows evidence of complete control in the area of composition. Such a project clearly picks out vital features of the problem and divulges them insightfully; develops ideas in a clear-cut manner, organizes them logically, supports the main points effectively, and demonstrates mastery of language.

ii) **Score B-Very Good:** *Above Average*: A score B project presents a well-developed and organized critique of the argument together with a demonstration of good control of effective writing skill. Although such a project may have high standards as the previous score, it

may have occasional mistakes in the area of written standards and organization.

iii) Score C-Good: *Average*: A project earning a grade of C shows a competent critique of the argument and demonstrates adequate control of the elements of writing. Although like a score B (and A) project which identifies and gives adequate analysis on most vital features of the subject matter, the development and organization of ideas may lack connecting transitions. Besides, it may have followed general conventions of written English but with some setbacks.

iv) Score D-Below Average: A score D project indicates some evidence of competence in both analysis of argument and language control but is clearly defective. In a project such as this, although there is some analysis of the argument, the identification and/or analysis of the major points of the argument are missing. Emphasis is placed on irrelevant matters, or poor reasoning. There is also poor logical reasoning and organization of ideas. Such a project provides support which is of little relevance and value. Not only does it not carry clear meaning, it often contains major errors or frequent minor errors in language usage in terms of grammar and mechanics

v) Score F-Fail: An F project is the epitome of fundamental deficiency in analytical writing skills. Not only does such a project fail to demonstrate the ability to understand and analyze the argument on table, there is very little evidence of the ability to develop and organize an idea logically. Besides, an F score project is full of severe and tenacious errors in language and sentence structure, grammar and mechanics. A project may attract on F grade if found to have not been written by the student, or contains a substantial part of borrowed material without giving credit to sources. This may be termed plagiarism.

8.3   Research Responsibilities

The research responsibilities of a lecturer shall include:

a) engaging in scholarly research activities that contributes to the growth of human knowledge;

b) integrating research activities with the University's mission and educational goals;

c) communicating to students and colleagues the excitement of creative activity and new ideas by sharing the progress and results of research;

d) encouraging students to participate in research projects and to develop the discipline required for scholarly work;

e) communicating the results of one's research to the scholarly or professional communities through participating in professional meetings and/or publications in scholarly journal;

f) informing the University's Research & Conference Committee of every research that involves faculty, staff and students or the University as a whole, whether supported by outside funding or not, for approval before embarking on the project.

8.4 Service Responsibilities

a) Service to the University: Lecturers should contribute to the administration of the University in the following ways:

   i) attend convocation meetings with all related privileges and responsibilities;

   ii) attend School/Faculty/Departmental meetings, for the purposes of information, communication, discussion, recommendation, when duly called.

   iii) serve on departmental, School/Faculty, and/or University committees;

   iv) serve as sponsor of student groups when called upon;

   v) give input into the annual budget priorities of the Department/School/Faculty;

   vi) participate in the promotion and application of teaching and learning technologies.

b) Service to the Local Community: It is expected of lecturers to use their expertise to serve the University's neighbourhoods, governments, businesses, and local churches through Voluntary activity and/or elected office.

c) Service to the International Community: The services of faculty members must extend beyond the national borders to the international community using the knowledge and skills gained. Service at this level is required for promotion to the professorial levels.

8.5   Faculty Evaluation

In order to ensure high quality and professional performance, personal growth of a faculty member, and an appreciation for the individual contribution of every faculty member, the university has put in place a system of faculty evaluation. The evaluation is for both part-time and full-time faculty members.

The main purpose of faculty evaluation is to enhance the professional and personal development of the faculty, for the purpose of assessing teaching and curriculum effectiveness and identifying weaknesses so that appropriate corrective measures may be administered. The structured evaluation procedure is used for both formative (improving quality of performance) and summative (decision-making for promotion or retention) purposes. Evaluations shall be reviewed by the Dean of School and the Vice Chancellor. The evaluation process shall include students evaluations, peer review and annual faculty progress report.

8.5.1   Student Evaluation

It is the responsibility of the Director of Quality Assurance Unit to carry out faculty evaluation by students. Student evaluation shall be conducted *every semester* for at least two courses a faculty member is teaching according to the following list of procedures:

a) The Director of Quality Assurance Unit in coordination with the Dean of Schools shall develop a standard student rating form that can effectively evaluate a wide range of instructional characteristics and abilities;

b) The rating forms shall be distributed to and collected from each student for each class that a faculty member teaches;

c) The student rating forms shall be distributed during a non-test period in the absence of the faculty member under evaluation;

d) The Director of Quality Assurance Unit shall provide results/reports to the Deans and Heads of Departments, who are responsible for disseminating the reports to each faculty member;

e) Each faculty member shall be provided with a copy of the results of the student evaluations within two weeks of evaluation;

f) The School Dean shall convene a meeting with each faculty member to discuss the report indicating corrective measures to be taken as a result of the findings; and

g) The School Dean shall submit a copy of the report to the Vice Chancellor for comments and records.

8.5.2 Faculty Peer Review

It is the responsibility of the School/Faculty Dean to carry out peer review. Peer review of lecturers shall be conducted *every semester* for at least two courses a faculty member is teaching. Peer review includes observation of teaching and the review of course materials (e.g., syllabus, handouts, assignment descriptions, grading guides, tests, student projects, etc.). Peer review may also include interviews or other feedback from students. Peer review is for the purpose of evaluating a faculty member's teaching performance according to the following procedures:

1. The School/Faculty Dean shall be responsible for the administration of the peer review instrument. The instrument has a set of specific criteria to evaluate, among other items, quality of course content, organization of materials, clarity of presentation and explanation, responsiveness to students' questions, involvement in discussion, variety in teaching methods, and use of technology and other teaching aids;

2. The peer review process shall be conducted every semester and the Dean of School/Faculty shall initiate by informing the Heads of Departments to prepare the faculty members for peer review exercise;

3. In the second week after a new semester begins, upon notification from the Head of the Department, each lecturer in the department is required to submit three names of faculty members who might be appointed to conduct his/her peer review. The Head of the Department shall forward the three names to the Dean of School. Out of the three names, the Dean shall select one to serve as peer reviewer of the concerned lecturer;

4. The lecturer to be reviewed is free to choose three faculty members within the Department/School/Faculty as peer reviewers;

5. The Head of Department in consultation with the Dean of the School will select the peer reviewer from the list of three submitted by the lecturer;

6. The Dean of School/Faculty in consultation with all Heads of Departments shall prepare a schedule of peer reviewers and the corresponding lecturers under review and circulate the schedule to the faculty members.

7. The responsibility of the peer reviewer shall include *classroom teaching observation, review of related course materials and interview the lecturer for reflective assessment*;

8. The lecturer to be reviewed shall submit the course outline/syllabus and all course materials to the Head of Department for the purpose of review;

9. The Head of Department shall provide the peer reviewer with the following:

   a) Course Outline

   b) Class course materials from the faculty member to be reviewed

   c) Peer Review Evaluation Form

10. Peer reviewer will sit in the class during the entire class period, observe the lecturer while teaching and make an assessment. The Peer reviewer shall assess the course syllabus, text materials and other criteria specified in the peer review instrument;

11. The peer reviewer will contact the faculty member after the class for reflective assessment.

12. The peer reviewer will use the approved instrument or peer review evaluation form for assessment.

13. Within seven (7) days after the class observation, the peer reviewer shall schedule an individualized session with concerned lecturer to discuss the evaluation results;

14. With in fourteen (14) days after the class observation, the peer reviewer shall prepare a report of the faculty member's performance and submit the peer review evaluation report using the approved format to the Head of Department and copies to the Lecturer and the Dean of School/Faculty. All data and information shall be confidential and will not be distributed by the reviewer or the School or Faculty or Department.

15. The Dean in consultation with the Head of Department shall discuss the report with the peer reviewed lecturer;

16. No extra remuneration shall be given to the peer reviewer; and

17. The School/Faculty Dean shall submit all faculty evaluation reports to the Vice Chancellor and a copy is sent to the Quality Assurance Unit of the University.

8.5.3   Annual Faculty Progress Report

At the end of each year, three months before graduation, each faculty member shall submit an Annual Faculty Progress Report (AFPR) to the School Dean and shall be forwarded to the Vice Chancellor. This report shows an overall faculty evaluation summary and it includes the student evaluation and peer review reports. This report shall be used while considering appointments and promotions of faculty.

The Annual Faculty Progress Report shall include assessments and measures of faculty performance in teaching, research and service. The following quality indicators shall be included in this report:

1) **Teaching Effectiveness :**

   a) Evidence of the integration of faith and learning in curriculum teaching methods;

   b) Student evaluations

   c) Peer review reports;

   d) Classroom visitation report by the Department Head and Dean;

   e) Syllabi or course outlines coverage reports from Department Head or Dean;

   f) Evidence of effective use of technology in teaching and learning;

   g) Accessibility to students outside of classroom; and

   h) Evidence of effective student advising.

2) **Research :**

   a) Publications: Articles in refereed journals, Books published, presentation of papers in international conferences, invention/patent or software developed; and

   b) Research grants received.

3) **Service to the Community :**

   a) General service reports of activities in the church, in the profession, in the community, lectures or training sessions undertaken;

b) Committee membership and additional responsibility in the University, Church, Professional Organizations or Community;

c) References and testimonials from non-university leaders for recognition of service;

d) Participation in Departmental, School/Faculty and University activities such as peer review, curriculum development, attendance at meetings, etc.;

e) Presentations at professional meetings and professional activities;

f) Sponsorship of student organizations; and

g) University representative in community activities.

Note: Please refer to section 5.9.2 for policy on non-performance in research of faculty members.

8.6   Faculty Professional Code of Ethics

The University has adopted the following statement of professional ethics as published and adopted by the Association of University Professors in paraphrased and updated form.

a) The lecturer, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities of this position. The primary responsibility is to seek and to state the truth as the lecturer sees it, and develop and improve scholarly competence. The lecturer accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge, always practicing intellectual honesty. Although the lecturer may follow subsidiary interests, these interests must never seriously hamper or compromise freedom of inquiry.

b) As a teacher, the lecturer encourages the free pursuit of learning in the students, holding before them the best scholarly standards of the discipline. The lecturer demonstrates respect for the student as an individual, and adheres to his/her proper role as intellectual guide and counsellor. The lecturer makes every reasonable effort to foster honest academic conduct and to ensure that the evaluation of students reflects their true merit. The lecturer respects the confidential nature of the relationship between lecturer and student, and avoids any exploitation of the student for private advantage.

c) As a colleague, the lecturer has obligations that derive from common membership in the community of scholars and respects and defends the free inquiry of associates. In the exchange of criticism and ideas the lecturer shows due respect for the opinions of others, acknowledges academic debts, and strives to be objective in professional judgment of colleagues. A lecturer accepts a share of faculty responsibilities for the governance of the institution through active participation.

d) As a member of the institution, the lecturer seeks above all to be an effective teacher and scholar, observing the stated regulations of the institution, provided they do not contravene academic freedom. The professor determines the amount and character of the work done outside the institution with regard to the paramount responsibilities within it.

e) When considering the interruption or termination of services, the effect upon the program of the institution will be recognized and due notice of intentions will be given. In addition, the University recognizes that the faculty member's conduct off the campus may impact or reflect upon the reputation, integrity and mission of the University, and expects the lecturer to pursue such conduct at all times with honesty and integrity and with due regard for the impact of such conduct upon the institution.

f) As a member of the community, the lecturer has the rights and obligations of any citizen, measuring the urgency of these obligations in the light of responsibilities to subject, students, the profession, and the institution. As a private person, the lecturer avoids the impression of speaking or acting for the University. As a citizen engaged in a profession that depends upon freedom for its health and integrity, the lecturer has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Other professionals employed by the University should adhere to their respective professional code of ethics.

Chapter 9

Staff Development

9.1 Annual Individualized Faculty Plan

The Annual Individualized Lecturer Plan provides each lecturer an opportunity to define and pursue activities considered important to professional development and to identify the resources needed to accomplish those objectives. At the same time, the plan allows the institution to identify lecturer's strengths and weaknesses in terms of Long range institutional needs.

The following procedures should be adopted in developing the Annual Individualized Lecturer Plan:

a) After the lecturer's review by the Department Head, the Vice Chancellor shall review each Lecturer's Plan for possible approval;

b) The Vice Chancellor's approval for the plan includes details regarding institutional support; copies of which shall be made available to the Lecturer concerned through the Department Chair.

9.2 Membership of Professional Organizations

The University encourages its staff to join professional bodies and community organizations under the following conditions:

a) where such memberships are considered to be advantageous to the University the institution may reimburse dues, within budget, for personal membership from funds authorized by the administration;

b) specific identification of any organization with the University is limited to those in which the University and/or its entities have membership or which are of recognized standing in education of the professions; and

c) Such professional bodies may be domiciled in Ghana or elsewhere.

9.3 Academic Research Policy

9.3.1 Purpose

This policy sets the framework for the development and implementation of research policy at Valley View University within which academic staff carries out their required research obligations. Valley View University is set out to be a "research-driven" University.

To be "research-driven" implies that academic staff will:

a) be research active, and will produce nationally and internationally recognized work within and across disciplines;

b) publish their research in leading journals; and

c) develop postgraduate research and publication and ensure that teaching and learning is research driven.

9.3.2 Policy Content and Guidelines

9.3.2.1 Requirements to Undertake Research

a) All academic staff have the right and are required to conduct research and engage in scholarship and to publish their findings. A faculty member must publish at least once in a year in a reputable journal;

b) Where a faculty member fails to publish after three consecutive years he/she must be served notice of non-performance. Thereafter, if he/she shows no evidence of performance, his/her appointment may be terminated for non-performance. Please refer to section 5.9.2 for policy on non-performance in research of faculty members.

c) All academic staff have the right to and should, where appropriate, seek research funds in support of their research;

d) The requirement to undertake research is a career expectation and over time will be balanced as appropriate with the other obligations of academic staff including significant administrative responsibilities.

9.3.2.2   Research Management

Advice and policy in research matters is coordinated through a number of bodies and committees, including the following:

a) The University Research and Conferences Committee, chaired by the Vice Chancellor, is the University's senior research management body. It advises the Academic Board on research strategies to be pursued, develops policy (including issues in postgraduate student research and scholarships) and reviews progress in these areas;

b) Faculties and Schools are required to establish research committees to support the research activities of their staff and postgraduate thesis students;

c) Faculty level research committees should be formed by School/Institutes Faculty Boards to advise the University Research and Conferences Committee (URCC) and their own faculties;

d) The Research Coordinators in the various Schools are to provide information to staff and postgraduate students. The office of the research coordinators is expected to co-ordinate the activities of the School subcommittees on research. It also provides assistance to faculty and the URCC in monitoring external research policy developments.

9.3.2.3   Resources in Support of Research

a) University Research Fund (URF)

   i) The URF supports research that is aligned closely with University strategic priorities. The general principle governing the allocation of all research funding in the University is that it should be seen as an investment that will maximize the range of outcomes that the University expects to result from staff and student research.

   ii) A portion of the URF is to support early career researchers and is allocated by the Research and Conferences Committee(URCC).

b) External contracts/external research provisions and obligations.

9.3.2.4   Research Planning

Each School/Institute/Centre is required to develop and implement its own research plan. These plans are to be drawn up by Deans of Schools/Directors in consultation with the URCC.

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9.3.2.5 Evaluation and Monitoring of Performance

a) The URCC will monitor Schools' performance against their research plans on the basis of agreed criteria and will advise the Schools/Institutes on the outcome of this process;

b) The research performance of individual staff is monitored and evaluated as part of the staff development planning process;

c) Staff are required to participate in the review process;

d) Staff can liaise with internal and external mentors;

e) Staff are required to supply full and accurate details of their research outputs (according to the output types and set criteria on an annual basis) to their Dean of School who will supply the information to the URCC.

The Academic Administration will publish an annual list of staff and student publications.

9.3.2.6 Recruitment and Staff Development

a) When new academic staff is recruited, the research record or potential must have a high priority during the appointments process.

b) Academic and research staff members are required as part of the development planning process to prepare a research plan and to review that plan annually in consultation with their Deans of Schools or Directors. This plan should include such issues as research objectives, opportunities for collaboration, timetables and expected outputs. It should also reflect any special agreements reached regarding the apportioning of teaching, administration and research duties, and research training and/or development opportunities for research according to the career stage of the staff member.

c) Deans of Schools are required to consider workload issues in the distribution of supervisory responsibilities before approving enrollment proposals by postgraduate research students. Deans of Schools must include supervision responsibilities and workloads according to an agreed formula.

d) Deans of Schools should ensure that newly appointed staff are familiar with research evaluations, research training and funding opportunities and the importance of publishing in suitable venues, both within the University and outside.

9.3.2.7 Postgraduate Student Research

a) Postgraduate research should enable students make a vital contribution to the research environment and output of the University.

b) Heads of Department/Deans of Schools are responsible for ensuring that the management of postgraduate research degrees complies with University policy. Deans of Schools are required to provide an annual report on compliance to the URCC.

c) Deans are responsible for ensuring that faculties and schools make appropriate budgetary provision for the support of postgraduate student research.

9.3.2.8 Statutory and Ethics Obligations

a) Academic staff are required to carry out their research in compliance with all statutory, ethical and contractual obligations.

b) All research projects conducted by staff and students that involve human subjects or animal subjects, including those undertaken as part of a teaching programme, must secure the prior approval of the relevant ethics committee.

9.3.2.9 Publication and Intellectual Property

a) The standard expectation of the University is that all research outputs will be published in a publicly available form.

b) This expectation is subject to any considerations that justify either restricted publication or delayed publication.

c) Such considerations include the need to observe any contractual, confidentiality or privacy obligations entered into in respect of the research or the need to ensure the protection of any intellectual property arising out of the research.

d) Staff are required to comply with the University's Intellectual Property Policy.

9.3.2.10 Research Centres

The University establishes research centers in all Faculties/ Schools to raise the research profile of the University, focus strengths in areas where there is

(or the University wishes to develop) a concentration of research excellence, including areas of applied research, and to maximize external research funding. As such they help position and promote the University's areas of research excellence and build its research reputation. They are also to serve as vehicles for engaging with other research institutions and industry and facilitate interdisciplinary and multidisciplinary relationships. The research centers should be adequately resourced. The URCC shall be the umbrella body on research in the University.

9.4 Leave of Absence

The University grants two kinds of leaves of absence. These are: study leave and leave of absence. In each case the staff concerned submits a leave application form accompanied by an explanation of the rationale for the request through the Head of Department.

9.4.1 Study Leave

This may be granted exclusively for study purposes on a basis agreed to by the worker and the University. This type of leave requires a formal written agreement specifying all relevant conditions including the following:

a)) the specific period to be covered by the study leave;

b)) an employee working towards a degree may or may not be continued on full salary and benefits (Employees on full sponsorship shall be paid 60% of their monthly basic as monthly stipend; others may opt to bear the cost of the training themselves while the University continues to pay the monthly salary.) Refer to section 6.5 for more details;

c)) where the University does not provide financial assistance, the employee may be reimbursed for approved educational expenses as per guidelines specified in section 6.5;

d) an employee engaged in postgraduate study may be reimbursed for approved travel to the off-campus location and return and other expenses as per guidelines specified in section 6.5;

e) In line with denominational policy, retirement service credit shall be determined by Valley View University for up to maximum of three years.

f) the employee agrees in writing to the terms of the leave including the policy given in section 6.5;

g) the University continues to issue current credential to the worker for the approved period; and

h) progress report during the study leave shall be submitted every six months (June and December) to the Vice Chancellor and copies to the School Dean, Head of Department, Registrar and the Human Resource office;

i) if the candidate on study leave fails to submit two consecutive progress reports, the University may terminate the scholarship/study leave.

j) the scholarship/study leave may be terminated by the University on the following grounds:

   i) when the candidate on study leave fails to submit two consecutive progress reports to the Vice Chancellor;

   ii) when the candidate on study leave has changed the programme of study without approval by the University;

   iii) when the candidate on study leave has delayed the completion of the programme by exceeding the regular completion time;

   iv) when the expenses of the candidate on study leave exceeds the original approved expenses by the University and the University is not able to sustain the revised budget;

   v) when the candidate on study leave is involved in activities that are detrimental to the image of the University.

   vi) when the University is not in a position to continue supporting the candidate on study leave financially due to financial constraints in the University;

When the scholarship/study leave is terminated by the University due to the reasons (i-v) stated above, the candidate on study leave shall continue to be liable to pay to the University the amount already spent on him/her by the University. The University shall provide the return ticket and the cost may be factored into the total amount spent on the candidate depending on the reasons stated above.

9.4.2   Leave of Absence

An employee may be granted leave of absence under defined conditions and terms which should be communicated to and accepted by the worker in writing. The conditions and terms of the leave shall include:

a) length of the absence;

b) financial assistance (if any)

c) the responsibility (if any) of Valley View University to re-employ the worker;

d) other denominational organizations not employing such a worker without clearance from the University; and

e) the worker's credential/license is not ordinarily withdrawn but is usually not renewed while he/she is on leave of absence.

9.5   Amendments and Review

There shall be a regular review of the employee handbook every five years. However, the University reserves the right to change, alter or amend any of the provisions in this employee handbook without notice. Where the provisions are changed, the amended provisions shall take effect immediately upon the approval by the Administration Committee (ADCOM) and ratified by the University Council. There is no clause in this Employee Handbook that precludes the University from applying any of the policies applicable to Seventh-day Adventist institutions worldwide.

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