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DISCLAIMER: This handbook is intended to give information to regular full-time and part-time administrative staff (herein after referred to as administrator) and academic administrators holding rank and/or tenure. Neither this handbook nor any language contained herein shall be construed as creating a contract or limiting the right of the University and the employee to end the employment relationship at any time. To the extent that any statement in this handbook is inconsistent with those in the official policies and procedures or benefit plans of the University of San Francisco, the latter shall be controlling. To the extent provided by law, administrators covered by the provisions of this handbook are considered to be exempt from the provisions of the Federal Fair Labor Standards Act. This handbook does not apply to Executive Officers or faculty and staff who are covered by collective bargaining agreements.
Welcome to the University of San Francisco

An exciting and challenging experience awaits you as an administrator of the University of San Francisco. We have written this handbook to answer some of the questions you may have concerning the University and its policies. Please read it thoroughly and keep it available for future reference. The University reserves the right to change the policies in this handbook. From time to time you may receive updated information concerning changes in policy. Please keep your handbook updated. If you have any questions regarding any of these policies, please ask your supervisor or a member of the Office of Human Resources. We wish you the best of luck and success in your position and hope that your employment relationship with the University of San Francisco will be a rewarding experience for all involved.

History of the University

The University of San Francisco was established as San Francisco's first institution of higher education by Jesuit priests in October 1855. The original college, known as St. Ignatius Academy, was located in a simple frame building 75 feet long by 35 feet wide at 5th and Market streets, the site of one of San Francisco's largest department stores today. The Academy opened its doors as a "Jesuit college for the youth of the city" under the guidance of Father Anthony Maraschi, S.J., founder and first President.

Four years later, on April 30, 1859, the State of California issued a charter under the title of "Saint Ignatius College," empowering the College to confer degrees "with such literary honors as are granted by any university in the United States." The curriculum included courses in Greek, Spanish, Latin, English, French, Algebra and Arithmetic.

In 1862, a new building for the College was constructed on the same site, on Market Street, between Fourth and Fifth. The 1862 catalog stated the purpose of St. Ignatius College as the "giving of a thorough classical, mathematical and philosophical education." In June 1863, the first Bachelor of Arts degree was conferred.

In 1880, the College moved to new buildings which had been erected on Van Ness Avenue near the site of the Civic Center, the current location of the Louise M. Davies Symphony Hall. Twenty-six years later, the 1906 San Francisco fire and earthquake destroyed the institution and all its laboratories, libraries, and art treasures. The College was relocated to temporary quarters at Hayes and Shrader streets within the year.

In 1909, the Ignatian Heights property was acquired at Fulton Street and Parker Avenue, the current location of the University campus. In 1914, the development of the new campus began.

In 1930, on the occasion of the Diamond Jubilee, and at the request of civic, professional and industrial leaders of San Francisco, St. Ignatius College became the University of San Francisco.

Since 1931, the University of San Francisco has grown with the city whose name it bears. Today, USF, with its 55 acres, is San Francisco's largest independent university campus. The coeducational student
body represents all geographic sections of the United States and over 80 countries. Although USF retains its rich Catholic heritage, its students and faculty are from all religious backgrounds.

The Jesuit traditions of scholarship and dedication to a liberal education are the foundation for all academic programs at USF.

The Jesuits continue their commitment to the University they founded and are joined in that commitment by other religious and lay faculty. The University's humanistic tradition views the individual mind and spirit as its most valuable resources.

University Mission and Philosophy

VISION

The University of San Francisco will be internationally recognized as a premier Jesuit Catholic, urban University with a global perspective that educates leaders who will fashion a more humane and just world.

MISSION

The core mission of the University is to promote learning in the Jesuit Catholic tradition. The University offers undergraduate, graduate and professional students the knowledge and skills needed to succeed as persons and professionals, and the values and sensitivity necessary to be men and women for others.

The University will distinguish itself as a diverse, socially responsible learning community of high quality scholarship and academic rigor sustained by a faith that does justice. The University will draw from the cultural, intellectual and economic resources of the San Francisco Bay Area and its location on the Pacific Rim to enrich and strengthen its educational programs.

CORE VALUES

The University’s core values include a belief in and a commitment to advancing:

1. The Jesuit Catholic tradition that views faith and reason as complementary resources in the search for truth and authentic human development, and that welcomes persons of all faiths or no religious beliefs as fully contributing partners to the University
2. The freedom and the responsibility to pursue truth and follow evidence to its conclusion
3. Learning as a humanizing, social activity rather than a competitive exercise
4. A common good that transcends the interests of particular individuals or groups; and reasoned discourse rather than coercion as the norm for decision making
5. Diversity of perspectives, experiences and traditions as essential components of a quality education in our global context
6. Excellence as the standard for teaching, scholarship, creative expression and service to the University community
7. Social responsibility in fulfilling the University’s mission to create, communicate and apply knowledge to a world shared by all people and held in trust for future generations
8. The moral dimension of every significant human choice: taking seriously how and who we choose to be in the world
9. The full, integral development of each person and all persons, with the belief that no individual or group may rightfully prosper at the expense of others
10. A culture of service that respects and promotes the dignity of every person.

Diversity Statement

It has been observed that although America is a multicultural society "it is not yet a pluralistic society -- a place where all racial and cultural groups share equal access to opportunities for quality lives and power over their own lives." Education and educational institutions are one vehicle for mediating the full benefits of a multicultural society.

Multiculturalism is rapidly becoming a way of life in the city of San Francisco, our state and our nation. As such, multiculturalism is viewed as a strength and a resource in our rapidly changing urban environment. It is obvious that the USF community is aware of the richness that comes from the multiculturalism evidenced in our urbanscape and in our student population. And indeed we celebrate that richness. At the same time, as a campus community, we must continue to learn how to tap the rich vein of cultural, ethnic, racial, and gender diversity to improve education for all at USF.

The Mission Statement of USF clearly states that we strive to "create a campus-wide environment which values each individual, heightens ethical standards, instills a passion for justice, and integrates faith with life...To prepare men and women to shape a multicultural world with creativity, generosity, and compassion."

This sentiment flows directly from the Society of Jesus' commitment to the "service of faith in the promotion of justice" as well as the Jesuits' centuries-old commitment to educate amidst cultural diversity and across all national borders. Inculturation, the appreciation and appropriation of different cultural patterns, has always been a part of the Jesuit view of the world.

The University of San Francisco affirms its intentions and efforts to enhance the minority representation among its faculty, staff, and student populations.

"Multiculturalism" and "Diversity" are concepts that should become recognized strengths of this University which is presently recognized as being "Catholic, Jesuit and Urban." There is a natural affinity and compatibility in all of these attributes.

It is our intention that our focusing on multiculturalism will equally address the issues of diversity and at the same time acknowledge our abundant resources in the city, our international students and the foreign study programs already in place at USF. Multiculturalism is the future. We as a university community cannot be complacent, disinterested or uninformed about the need for enhancing our institutional commitment to multiculturalism in all facets of university life.
Organizational Structure

President: Serving as Chief Executive Officer, the President has a responsibility for the overall operation, development and general welfare of the University. Through six vice presidents, the President exercises supervision of planning, organization and coordination of policies, programs and administrative functions. In addition to the Vice Presidents, the following positions report directly to the President: Chancellor and Chancellor-Emeritus, University Counsel, Executive Assistant/University Secretary, Executive Director of University Ministry, and the Ombudsperson.

The Provost and Vice President for Academic Affairs: As chief operating and academic officer of the university, the Provost and Vice President for Academic Affairs seeks to recruit and retain a diverse faculty of outstanding teachers and scholars; assists the faculty in the creation of a learning community characterized by high quality scholarship and academic rigor, and sustained by a faith that does justice; directs the academic programs of the University through the deans and colleges; oversees admissions and transfer policies, faculty and curriculum development, library resources, and student academic services such as advising, orientation, registration, financial aid, and disabilities services. Additionally, the Provost and Vice President for Academic Affairs supports the planning and budget initiatives of the University; initiatives for minority recruitment and international/immersion programming opportunities; and programming in the area of students affairs and university life.

Vice President for Business & Finance: The Vice President for Business & Finance is responsible for financial reporting, treasury operations, facilities management, risk management, purchasing services, purchasing card program, endowment management, athletics, One Card operations and auxiliary services of the University of San Francisco.

Vice President for Information Technology Services: The Vice President oversees the mission of the Information Technology Services division which is to support and facilitate the use of technology in creating, communicating and applying knowledge; fostering communication and collaboration; promoting efficiency and convenience in University services; and ensuring security and business continuity.

Vice President for Development: The Vice President has responsibility for all annuity fund-raising, and oversees departments with functions related to charitable gifts including: planned giving, corporate and foundation relations, the annual fund, major gifts, development services, library relations and athletic development.

Vice President for Communications and Marketing: The Vice President has responsibility for overall University marketing and communications. It includes the departments of Marketing, Media Relations, Publications, Social Media, and Web Communication and Services.

Vice President for Student Life: The Vice President directs the co-curricular learning environment on campus. Concerned with the quality of life for all students, the Vice President shapes opportunities for students to develop into creative, caring, ethical citizens - socially and personally capable and willing
assume leadership roles in society. The Vice President oversees residence life, counseling, student leadership and engagement, career services, student conduct rights & responsibilities, international student and scholar services, multicultural student services, recreational sports and intramurals, public safety, student health services, clubs and student organizations.

Schools and Colleges of the University

The College of Arts and Sciences offers a wide variety of major, minor, certificate, and graduate programs in the humanities, social sciences, and sciences. In addition, the College delivers most of the General Education Curriculum to undergraduates from across the University. It offers co-curricular and enrichment opportunities through the College's many special programs. With 30 majors and 50 minors, The College offers a wide variety of educational options imbued with a mission to provide not only the knowledge and skills needed to succeed as persons and professionals, but also the values and sensitivity necessary to be men and women for others.

The School of Business and Management, located in the heart of the San Francisco Bay Area, prepares students for positions of leadership and responsibility in the business world throughout the United States and the rest of the world. Accredited by The Association to Advance Collegiate Schools of Business (AACSB) on both the undergraduate and graduate levels, the School's curriculum is designed to develop the analytical skills, creativity, and other qualities of mind necessary for adapting to the increasing complexity and constant change of organizational life.

The School of Education offers credential and graduate programs designed to meet aspiring and practicing educators, counselors and leaders. By valuing the individual, the School provides a caring, interactive, and academically challenging climate through: instilling a passion for knowledge, wisdom and justice, fostering a desire to celebrate a modern, multicultural world, building a commitment to creativity and compassion heightening ethical standards, developing the intellect and enhancing professional skills. The School fosters a community marked by the commitment of the Jesuit, Catholic urban university to issues of justice and intellectual rigor and supports faculty, students, staff, alumni, and friends in accomplishing their lifelong learning goals.

The School of Law offers a wide-ranging program of both full-time and part-time instruction leading to the Juris Doctor degree. With an emphasis on professional skills and quality classroom teaching, The School's goal is to educate students to be effective lawyers with a social conscience, high ethical standards and a global perspective. The intellectually demanding curriculum prepares the student to be an effective participant in the legal profession, whether as a practicing attorney, member of the judiciary, or other public official. The curriculum is also well suited as preparation for careers in government, business, and legal education.

The School of Management offers undergraduate and graduate programs designed to provide high-quality professional learning experiences in management. Graduates of the program will have the skills necessary to build productive and compassionate organizations in the three sectors of not-for-profit, business, and government, with an emphasis on leadership, social responsibility, and sustainability within a global context.
The School of Nursing and Health Professions has a vibrant baccalaureate program that is one of the few programs in the West Coast to admit students as freshmen. Graduates earn their bachelor's of science in nursing (BSN) and are eligible to sit for licensure (NCLEX) as a registered nurse (RN). The school offers a master's of science degree in nursing (MSN) with a Clinical Nurse Lead (CNL) focus and a master's entry (ME-CNLP) option for individuals with a bachelor's degree in another field who want to become a RN and develop the skills as a clinical nurse leader. The School also offers a Doctor of Nursing (DNP) degree program. The DNP at USF is accredited by the Western Association of Schools and Colleges and is the first such program in California preparing graduates for advanced practice specialties. The DNP is a practice focused doctorate. Graduates are prepared as nurse practitioners (direct advanced practice) and healthcare system leaders (indirect advanced practice).

Mission and Philosophy of the Office of Human Resources

The mission of the Office of Human Resources is to strategically partner with USF colleges and divisions to provide optimal HR services, aligned with best practices, to support and enhance the USF vision, mission, and values. To accomplish its mission, the office has five overarching goals:

1. Customer Service - The Office of Human Resources will partner with customers to provide the services and products they need to achieve their goals in support of USF's vision, mission, and values.
2. Technology Infrastructure Support - The Office of Human Resources will leverage technology to provide essential services and information to USF employees and applicants.
3. Recruitment - The Office of Human Resources will develop and recruit a diverse, qualified pool of candidates using the most effective and efficient methodologies.
4. Retention - Through its benefits, compensation, services, and programs, the Office of Human Resources will retain USF's diverse staff and faculty who support and enhance USF's mission.
5. Professional Development - The Office of Human Resources will provide accessible, applicable, learning experiences for faculty and staff.

Administrative Staff Definitions

- Administrator - Salaried administrative staff who are exempt from the provisions of the Federal Fair Labor Standards Act to the extent provided by law and academic administrators holding rank and/or tenure. This definition does not apply to executive officers or faculty and staff who are covered by collective bargaining agreements.
- Regular Full-Time Administrator - An administrator who is normally scheduled to work 37.5 hours per week during a five-day period. Depending on the nature of the work or employee's responsibilities, the work week may range from nine to twelve months. An administrator with an appointment of at least .8 full-time equivalency (FTE) will be eligible for benefits accorded to full-time, regular administrators. Examples of job positions that are considered administrative include: Associate Vice President, Counselor, Director and Administrative Assistant.
• Regular Part-Time Administrator - An administrator who is normally scheduled to work halftime or more (.5 FTE) but less than full-time (.8 FTE). Regular part-time administrators are only eligible for federal or state mandated benefits.

• Provisional Administrator - A provisional administrator is normally appointed as full-time (.8 FTE or more) with the same eligibility for benefits as a regular full-time administrator. The provisional appointment may be for a specified period of time and contingent upon the continuing availability of programs and funding.

• Temporary Administrator - A temporary administrator may be appointed on a part-time or full-time basis for a specified period of time normally not to exceed nine months. Exceptions to this policy should be discussed with the Office of Human Resources. Temporary administrators are generally eligible only for state and federal mandated benefits.

• Academic Administrator - Those holding faculty rank and/or tenure.

This handbook applies to administrators who have tenure and have previously been covered by a faculty collective bargaining agreement (i.e. Associate Deans). In these instances, however, this handbook will not abridge the rights and/or privileges of the collective bargaining agreement when the administrator returns to the bargaining unit.

In cases where this manual conflicts with employment related rights or privileges accorded individuals holding faculty rank and/or tenure, these individuals shall discuss such conflict with an appropriate Vice President when, or if, such conflicts become known. A decision on a case-by-case basis shall then be made.

Administrators' Responsibilities

In fulfilling their responsibilities, all administrators are expected to:

• provide excellent service to students, faculty, staff and the University community;
• understand that change is necessary to keep USF vibrant and be willing to think and act creatively to assure continuous change for the better;
• maintain relationships with their supervisors and colleagues which are open, collaborative and characterized by mutual trust, respect and care;
• coordinate and cooperate appropriately with others who need to be involved or who are affected by their decisions and actions;
• work to understand, interpret and apply University policies, programs and procedures accurately and constructively and in an ethical manner;
• if they have supervisory responsibilities, create and maintain a working environment which encourages a commitment to excellence and respect for differences in personal and professional development.
Employment Policies

Equal Employment Opportunity

The University is an equal opportunity institution of higher education. As a matter of policy, the University does not discriminate in employment, educational services and academic programs on the basis of an individual's race, color, religion, ancestry, national origin, age (over 40 years), sex, sexual orientation, marital status, medical condition (cancer-related and genetic-related), and disability, and other bases prohibited by law. The University reasonably accommodates qualified individuals with disabilities under the law.

The Office of Human Resources coordinates this policy in relation to the recruiting, compensation and benefit processes. For inquiries concerning the application of Federal and State Laws and Regulations, or to file a complaint regarding employment discrimination, please contact the Director of Employment in the Office of Human Resources.

Employment of Relatives

The University will refuse to hire relatives of present employees if doing so could result in actual or potential problems in supervision, security, safety, or morale, or if doing so could create potential conflicts of interest. The University defines "relatives" as spouses, registered domestic partners, live-in partners, children, siblings, parents, in-laws, cousins, aunts and uncles, or other relatives living in the household. This policy covers biological relationships, marriage relationships, and step relationships. All employees must inform the Office of Human Resources of potential or existing situations concerning employment of a relative.

Current employees who marry or become registered domestic partners, or become related will be permitted to continue working in the job position held only if they do not work in a direct supervisory relationship with one another or in job positions involving conflict of interest. If the situation occurs or family members are employed in the same work area reporting line, each family member must arrange to be relieved from processes concerning any other family members such as: assessing the performance of the family member; considering the family member for reappointment, promotion or salary adjustment; providing a leave of absence for the family member; or participating in other decision separates a possible conflict of interest or impropriety.

If already employed, they cannot be transferred into such a reporting relationship. If the relative relationship is established after employment, the individuals concerned will decide who is to be transferred insofar as a position is available for which the person is qualified. If that decision is not made within 30 calendar days, the University will decide.

Employment Opportunities
Administrators are encouraged to explore career development opportunities at the University. Administrators who have completed the evaluation period may apply for a transfer or promotion. The Office of Human Resources will prepare and display all employment opportunities, as required, for a minimum of 10 working days for administrative positions. The "job posting" includes the job title, minimum qualifications required to perform the job and salary range, in most cases.

In order to be considered for a position, administrators must complete an application for each position they are applying for at http://www.usfjobs.com/.

Normally, administrators who are promoted or transferred will have benefits, accumulated leave, and service credit carried over from the previous position.

Job postings are accessible through the Office of Human Resources’ online application system at https://www.usfjobs.com/.

Immigration Law Compliance (Proof of Work Eligibility)

The University of San Francisco employs only United States citizens or other individuals who have the legal right to work in the United States. The University complies with the rules and regulations of the Immigration Reform & Control Act of 1986. On their first day of work, but within three business days, all employees must complete the Department of Homeland Security Form I-9 (Eligibility to Work) and provide documentation proving their identity and eligibility to work in the United States. The Form I-9 is included with the employee’s job offer letter and other new hire information documents. The Form I-9 is also available at the Office of Human Resources.

If an employee has worked for the University previously, they need only provide this information if it has been more than three years since they last completed their I-9 form for the University or if their current I-9 form is no longer valid.

To retain their employment status, employees must provide proof of continued eligibility no later than 72 hours after their work eligibility expiration date. If proof of eligibility is not provided by this time, the University will terminate employment.

New Administrator Orientation Program

During administrators’ first few weeks of employment, they will participate in New Staff Orientation. During this program, information is shared regarding the history, mission and philosophy of the University, safety, and security. In addition, other programs and services are provided to acquaint new administrators with the University. Benefits orientations are usually held in small groups. New administrators should make an appointment with the Benefits Representative in the Office of Human Resources during the first week of employment, if they have questions.

Administrators are encouraged to ask questions so that they will understand the guidelines that affect and govern their employment relationship with the University.
Evaluation Period

All new administrators and current administrators who change jobs have a 12-month evaluation period. This period is designed to allow an appropriate orientation, training, and evaluation period for the administrator to assess their aptitude, interest, and ability to perform satisfactorily the requirements of the position. During the evaluation period the employment relationship is at-will. The administrator is free to resign at-will at any time, with or without cause. Similarly, the University may terminate the employment relationship at will at any time, with or without cause. The evaluation period may be extended by the supervisor for a maximum of three additional months in consultation with the appropriate Vice President and the Office of Human Resources. Administrators will also receive a formal evaluation after completing six months during the one-year evaluation period.

The supervisor will seek to provide training, guidance, and feedback during the evaluation period, giving the new administrator the opportunity to reach the desired level of performance in a timely manner. All administrators are subject to performance counseling.

Administrators in an evaluation period have the same benefits as all other University administrators, except where specifically stated otherwise in University policies. A new administrator is not eligible to take vacation during the first six months of the evaluation period; however, there may be occasions where approval may be given. A written request must be made by the administrator to the supervisor who will consider the request in conjunction with the Office of Human Resources.

Administrators who have transferred or been promoted or demoted are eligible to use their accrued vacation time during the evaluation period of the new position.

Performance Reviews

To ensure that administrators perform their jobs to the best of their ability, it is important that they be recognized for good performance and receive appropriate suggestions for improvement when necessary. Consistent with this goal, performance will be evaluated at least once each year by supervisors. Administrators will also receive a formal evaluation after completing six months during the one year evaluation period. This is the time to discuss the administrator's achievements and to consider performance problems and ways for improvement. Finally, it is a time to plan for the future.

Outside Employment

The University discourages, but does not prohibit, outside employment (holding additional and outside job(s)). However, it does require that there be no conflict of interest involved. In addition, the second job cannot interfere with the administrator’s scheduled work hours and work performance.

Freedom of Expression
The Mission Statement of the University declares the University's commitment to the highest standards of learning and scholarship in the American, Catholic and Jesuit tradition. As an American university, USF is committed to teaching and scholarship in an atmosphere of academic freedom. As a Catholic University, USF recognizes its role in supporting the educational role of the Roman Catholic Church. As a Jesuit University, USF fosters values from the vision of St. Ignatius of Loyola, founder of the Society of Jesus, of a world created, loved and redeemed by God.

These religious values find their campus expression in many ways, including voluntary religious services, the teaching of theology, a high respect for the uniqueness of each individual, concern for the whole development of the student: intellectual, spiritual, moral, social, psychological and physical. It fosters academic excellence, and prepares men and women who are committed to the betterment of society through their own efforts.

While the University is dedicated to these ideals, it recognizes the rights of its employees to hold and articulate their own values, whether or not these are in agreement with the values expressed above. The University does not discriminate on the basis of religious beliefs. Nevertheless, the University seeks individuals who respect and support its mission. Such respect and support does not call for agreement with Catholic teachings. Nor does it prohibit sincere expression of opinions contrary to Catholic teaching. Rather, it does ask its employees to respect opinions of those with religious beliefs (including Catholic beliefs), not to speak disparagingly of such beliefs, and to support those aspects of the University mission which they can without compromise of their own values. It is the object of the University to foster a campus-wide environment in which values and ethical standards are fully discussed, where students develop a strong sense of personal values and ethical standards which guide them through life.

When speaking or writing as a citizen unrelated to the workplace, an administrator shall be free from institutional censorship or discipline; however, each administrator shall remember that the public may judge the University by his or her utterances. Hence, he/she shall at all times endeavor to be accurate, exercise appropriate restraint, show respect for the opinions of others, and not indicate that he/she is speaking for the institution, when, in fact, this is not so. (This shall not be construed to prohibit the administrator in the course of his or her pursuit of community affairs, from identifying himself/herself and stating the position he/she holds at the University.)

The freedom of expression of administrative personnel does not extend to deliberately misrepresenting or disparaging the teachings of the Catholic Church.

**Personnel Records**

All official personnel records are maintained by the Office of Human Resources.

Because it is important to have current information in each personnel file, the administrator is expected to notify the Office of Human Resources of any change of name, address, telephone number, education or job related training.
The University observes the Buckley Amendment. Personnel files are confidential; however, they are accessible in the following circumstances:

1. A director, supervisor, or University official who has a valid business reason, may review a current administrator's file.
2. Administrators who wish to review their files, may do so in the presence of a Human Resources representative by scheduling an appointment at a reasonable time.

Some information may be withheld to protect the confidentiality of another individual.

**Release of Information**

The Office of Human Resources will provide written responses to requests for employment verification provided the request is in writing and that the request is considered to be appropriate. Information regarding dates of employment, job title, and full-time or part-time status will be provided to a valid requestor. Salary information is released only if the request is accompanied by a signed release from the administrator.

Job references may be provided by the Office of Human Resources or a supervisor with personal knowledge of the administrator’s employment to prospective employers. Only factual, job-related information on current and former administrators will be released.

**Photo Identification Cards**

The University issues an official photo identification (I.D.) card to all regularly employed, full-time and part-time administrators. The card is to be presented whenever identification is required, such as when using the University library or Koret Health and Recreation Center or when requested by a University official. New administrators are issued photo I.D. cards by Public Safety. Lost or stolen I.D. cards should be reported to the Office of Human Resources. A fee may be charged for replacement cards.

**Professional Associations**

Administrators are encouraged to enhance their knowledge of developments and trends in their career areas. Management personnel are encouraged to become involved in professional associations which relate to their University duties. Participation in professional association activities, conferences, committees, etc., are encouraged but shall not interfere with tasks necessary for effective and responsible job performance.

**Professional Development Programs**

The University’s success and resilience comes from outstanding people who contribute their best to the campus community. The Human Resources (HR) Department strives to support faculty and staff by offering opportunities to invest in their professional development.
HR Professional Development provides an array of learning opportunities, including workshops, seminars and online programs. These learning opportunities provide staff, faculty and student employees with essential training and tools to advance the knowledge, skills and competencies necessary for job success. To see the current Professional Development Calendar, please visit the HR website at: http://web.usfca.edu/hr/resource_center/.

For more information, please call the Office of Human Resources, Professional and Organization Development at extension 6707.

Policy on Non-Faculty Staff Layoffs

Purpose

The purpose of this policy is to provide guidelines for non-faculty staff layoffs. This policy aims to ensure that layoffs are handled in a manner consistent with the University’s values and in compliance with state and federal law.

Policy Statement

There may be times when the University deems it necessary to reduce the number of staff doing a particular kind of work to reorganize or reallocate financial resources. The basis for layoff decisions is contingent upon current and future University and/or departmental operational requirements. Seniority, education level, experience, knowledge, and skill-set may be considered when determining needs to fulfill work requirements. Collective Bargaining Agreement (CBA) provisions will be followed where they apply; where CBA provisions do not apply, this policy will be followed.

Applicability

This policy applies to all regular, full-time non-faculty staff at the University of San Francisco.

Layoff Definitions and Selection

As used in this policy, the term staff refers to regular, non-faculty staff at the University of San Francisco. A layoff is the elimination of a position(s) within the University and occurs when the University deems it necessary to reduce the number of staff doing a particular kind of work, to enhance the efficiency and effectiveness of University and/or departmental operations, and/or to contain or reduce expenses. Department leadership will identify the work functions, work groups, units, or departments that will be affected by layoffs. The basis for these layoff decisions is explained in the Policy Statement section.

Salary Payouts

In the event of a layoff, the University will provide at least one month written notice or pay in lieu of notice to affected staff. Accrued and unused vacation time will be paid in accordance with University
policy. Additionally, salary payouts may be provided to staff who have completed their probationary period, according to the schedule below:

<table>
<thead>
<tr>
<th>Years of Continuous, Full-time Service with USF</th>
<th>Salary Payout</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 year to less than 3 years</td>
<td>1 month</td>
</tr>
<tr>
<td>3 years to less than 5 years</td>
<td>2 months</td>
</tr>
<tr>
<td>5 years to less than 10 years</td>
<td>3 months</td>
</tr>
<tr>
<td>10 years to less than 15 years</td>
<td>4 months</td>
</tr>
<tr>
<td>15 years or more</td>
<td>5 months</td>
</tr>
</tbody>
</table>

In order to receive salary payouts, affected staff must sign a general release agreement. Salary payouts will be paid in a single lump-sum payment at the end of the notice period. During the notice period, staff who are subject to layoffs are expected to meet all performance standards.

Re-employment Eligibility for Laid Off Employees

- Staff who are subject to layoffs may apply for available University positions. There is no guarantee that laid off staff will be recalled to former positions or rehired to other University positions.
- Laid off staff who are rehired within six months from their last day of work will retain their previous date of hire from their last position.
- Staff who are rehired for different positions than their original positions must complete a probationary period for one year.
- Staff who return to work after a break in service exceeding six months will not be considered rehires and given a new date of hire. These staff must complete a probationary period and fulfill relevant waiting periods for benefit eligibility.

Benefits Information

Staff who are subject to layoffs are eligible for certain benefits during the notice period. Detailed benefits information can be found in the USF Information for Non-Faculty Staff Layoffs pamphlet.

Background Check Policy and Procedure

Purpose

The University conducts pre-employment background checks to promote a safe work environment and to assist those hiring in making prudent employment decisions based upon comprehensive job-related information.

Policy

The University conducts background checks on all new hire employees. All candidates for full-time and part-time assignments with the University must authorize a lawful background check as part of the
application packet. An offer of employment is contingent upon verifying the accuracy of the information provided by the candidate and the background check results will determine his/her suitability for employment at the University.

All background checks are conducted by a third-party service provider (vendor).

University background checks comply with all applicable federal and state laws, including the Fair Credit Reporting Act and the California Investigative Consumer Reporting Agencies Act.

- **NEW HIRES**: A background check is required for all full-time, part-time and temporary employees.
  - In some cases, new hires may start work before the background check has been initiated or completed. Continued employment is contingent upon the satisfactory results of the background check.
  - The background check does not relieve the hiring department of its obligation to perform reference and employment history checks or obtain copies of degrees, licenses or certificates required for a specific position.

- **REHIRES**: A background check is required for all full-time, part-time and temporary employees who have separated from the University and are subsequently rehired.

**PROCEDURE:**

**Initiation of Background Check:**

- Once a candidate has been identified for hire a background check consent form is sent by Human Resources to the new hire.
- The candidate returns the signed consent form to Human Resources.
- Human Resources initiates the background check with the vendor.

**Background Check Results:**

- The vendor forwards the results to Human Resources. The vendor also informs the candidate of the results, provides the candidate an opportunity to review the report, and informs the candidate of his/her rights under the Fair Credit Reporting Act and the California Investigative Consumer Reporting Act.
- If the results are satisfactory, Human Resources finalizes the hiring process.
- If the results are unsatisfactory, Human Resources consults the Hiring Manager and the Office of General Counsel to determine a course of action. The Hiring Manager or Human Resources consults with the employee to determine the basis for the unsatisfactory results.
- The Hiring Manager or Human Resources communicates the final decision to the candidate.

**Terms of Employment**
This handbook is intended for informational purposes only. Neither this handbook nor any language contained herein shall be construed as creating a contract or limiting the right of the University and the employee to end the employment relationship at any time. To the extent that any statement in this handbook is inconsistent with other official policies and procedures or benefit plans of the University of San Francisco, the latter shall be controlling.

Smoke Free Campus Policy

To promote a safe and healthy learning and work environment for students, staff, faculty and visitors and to reduce the health risks associated with tobacco smoke, the University of San Francisco is a smoke-free campus.

Smoking is not permitted anywhere within the boundaries of University-owned or leased property and vehicles with the exception of two designated smoking areas, one on main campus and one on Lone Mountain. After a transition period of two years, these two designated areas will be re-evaluated as the campus transitions toward a completely smoke-free environment in 2010. The existing prohibition on the sale and promotion of tobacco products on the campus continues.

The University’s Smoke-Free Campus policy is in compliance with state and local laws generally prohibiting smoking in buildings and within 30 feet of building entrances/exits.

The implementation of this policy is augmented by an education and awareness campaign that may include but not be limited to:

- Notification of the smoke-free policy to prospective students and staff/faculty hires.
- Informational meetings, postings and e-mail notifications.
- Publication in staff/faculty human resources manuals, student Fogcutter handbook, and appropriate web sites.
- Educational campaigns employing students and staff/faculty.
- Ongoing smoking cessation programs.

In support of this policy, clear signage regarding the smoke-free policy and designated areas should be posted throughout the campus. Supervisory personnel are responsible for implementation of this policy in their areas and addressing problems through the existing administrative structure. Student violations will be handled through the existing Student Conduct Rights & Responsibilities process.

To facilitate the transition to a smoke-free environment and lifestyle, Smoking Cessation Resources are provided by the University for:

- Students - Provided by the Health Promotion Services
- Staff/Faculty - Provided by Well Life Program

USF Service Animal Policy
The following information is provided to help define the role and the place of service animals at The University of San Francisco in promoting the safety, dignity, and independence of persons with disabilities.

As established by the Americans with Disabilities Act (ADA), service animals may not be excluded from University facilities or activities, except as provided below. The ADA defines a service animal as:

"...any . . . animal individually trained to do work or perform tasks for the benefit of an individual with a disability, including, but not limited to, guiding individuals with impaired vision, alerting individuals who are hearing impaired to intruders or sounds, providing minimal protection or rescue work, pulling a wheelchair, or fetching dropped items."

To work on campus for the benefit of an individual with a disability, a service animal must be specifically trained to perform a service function. If an animal meets this definition, it is considered a service animal regardless of whether it has been licensed or certified by a state or local government or a training program.

Service animals whose behavior poses a direct threat to the health or safety of others or is disruptive to the campus community may be excluded regardless of training or certification.

The guidelines below have been developed with the understanding that most service animals working on the USF campus will be dogs. If another kind of animal is to be employed as a service animal on campus, the partner (person with a disability) should contact Student Disability Services (students) or the ADA Coordinator in Human Resources (staff, faculty, and visitors to the university) as soon as possible to explore any additional health or safety concerns.

I. TYPES OF SERVICE DOGS

Guide Dog is a carefully trained dog that serves as a travel tool for persons with severe visual impairments or who are blind.

Hearing Dog is a dog who has been trained to alert a person with significant hearing loss or who is deaf when a sound, e.g., knock on the door, occurs.

Service/Support Dog is a dog that has been trained to assist a person who has a mobility or health impairment. Types of duties the dog may perform include carrying, fetching, opening doors, ringing doorbells, activating elevator buttons, steadying a person while walking, helping a person up after the person falls, etc.

SigDog is a dog trained to assist a person with autism. The dog alerts the partner to distracting repetitive movements common among those with autism, allowing the person to stop the movement (e.g., hand flapping). A person with autism may also have problems with sensory input and need the same support services from a dog that a dog might give to a person who is blind or deaf.
Seizure Response Dog is a dog trained to assist a person with a seizure disorder; how the dog serves the person depends on the person’s needs. The dog may stand guard over the person during a seizure, or the dog may go for help. A few dogs have somehow learned to predict a seizure and warn the person in advance.

Companion or therapy animals are not considered service animals.

II. RESPONSIBILITIES OF FACULTY/STAFF/STUDENTS

1. Allow a service animal to accompany the disabled partner at all times and everywhere on campus except, where service animals are specifically prohibited.

2. Do not pet a service animal; petting a service animal when the animal is working distacts the animal from the task at hand.

3. Do not feed a service animal. The service animal may have specific dietary requirements. Unusual food or food at an unexpected time may cause the animal to become ill or to be distracted.

4. Do not deliberately startle a service animal.

5. Do not separate or attempt to separate a partner from her or his service animal.

III. RESPONSIBILITIES FOR PERSONS WITH DISABILITIES USING SERVICE ANIMALS ON CAMPUS

A student with a disability who utilizes a service animal must register with the Student Disability Services office. For use of a service animal by a resident partner or potential resident partner in University Housing, see Section VI of this document. Faculty, staff, or university visitors who utilize a service animal must contact the ADA Coordinator in Human Resources.

The service animal’s partner is at all times solely responsible for the cost of care, arrangements and responsibilities for the well-being of a service animal as well as any property damage.

Service animals on campus must:

1. Meet Non-University Requirements: All requirements for the presence of animals in public places (vaccinations, licensure, ID tags, etc.) mandated by state or local ordinance must be followed.

2. Be Healthy: The animal must be in good health.

3. Be Under Control of Partner: The person with a disability must be in full control of the animal at all times. Reasonable behavior is required from service animals while on campus.

Cleanup Rule: The partner must follow local ordinances in cleaning up after the animal defecates. Individuals with disabilities who physically cannot clean up after their own service animal are not required to pick up and dispose of feces.
IV. REMOVAL OF SERVICE ANIMALS:

Disruption: The partner of an animal that is unruly or disruptive (e.g., barking, running around, bringing attention to itself) may be asked to remove the animal from University facilities. If the improper behavior happens repeatedly, the partner may be told not to bring the animal onto the University campus until the partner takes significant steps to mitigate the behavior. Mitigation can include muzzling a barking animal or refresher training for both the animal and the partner.

Health: Animals to be housed in University housing must have an annual clean bill of health from a licensed veterinarian. Service animals who are ill should not be taken into public areas. As stated in Section III, only animals in good health will be permitted on campus. A partner with an ill animal may be asked to leave University facilities.

Uncleanliness: Partners with animals that are unclean, malodorous and/or bedraggled may be asked to leave University facilities. An animal that becomes wet from walking in the rain or mud or from being splashed on by a passing automobile, but is otherwise clean, should be considered a clean animal. Animals that shed in the spring sometimes look bedraggled. If the animal in question usually is well groomed, the animal should be considered tidy even though its spring coat is uneven and messy appearing or it has become wet from weather or weather-related incidents.

If a situation arises whereas the presence of a service animal threatens the health or safety of another individual (for example, in the case of a severe allergic reaction to animal dander), then the concerned parties must contact either Student Disability Services or Human Resources to mediate the situation on a case by case basis.

V. AREAS OFF LIMITS TO SERVICE ANIMALS

Research Laboratories: The natural organisms carried by dogs and other animals may negatively affect the outcome of the research. At the same time, the chemicals and/or organisms used in the research may be harmful to service animals.

Mechanical Rooms/Custodial Closets: Mechanical rooms, such as boiler rooms, facility equipment rooms, electric closets, elevator control rooms and custodial closets, are off-limits to service animals. The machinery and/or chemicals in these rooms may be harmful to animals.

Areas Where Protective Clothing is Necessary: Any room where protective clothing is worn is off-limits to service animals. Examples include the carpenters shop, lock shop, paint shop, and cogeneration facility.

Areas Where There is a Danger to the Service Animal: Any room, including a classroom, where there are sharp metal cuttings or other sharp objects on the floor or protruding from a surface; where there is hot material on the floor (e.g., molten metal or glass); where there is a high level of dust; or where there is moving machinery is off-limits to service animals.
If a student, faculty, or staff member has an off-campus internship, clinical lab, service-learning opportunity, or other university-related activity, then the student, staff, or faculty member must abide by the service animal policy at the off-campus entity.

Exceptions

A laboratory director may open her or his laboratory to all service animals.

A laboratory director of a research laboratory or an instructor in a classroom or teaching laboratory with moving equipment may grant permission to an individual animal/partner team to enter the research laboratory or classroom or teaching laboratory with moving machinery. Admission for each team will be granted or denied on a case-by-case basis. The final decision shall be made based on the nature of research or machinery and the best interest of the animal. Exceptions to this policy may be made by the dean or her/his designee.

VI. SERVICE ANIMALS IN UNIVERSITY HOUSING:

Service animals may not reside in University Housing without written approval of University Housing. Such requests will be processed, as follows:

- A requesting individual must provide the Student Disability Services office appropriate documentation at least 30 days before prospective housing will be needed for the service animal.
- The Student Disability Services Office will review the documentation and seek to arrange a meeting with a University Housing representative, the person requesting that a service animal be housed in University Housing, and a Disability Services Office staff person. Residence Hall Directors/Managers are not authorized to approve the housing of service animals in University Housing.
- A student with a disability who utilizes a service animal must register with the Student Disability Services office for authorization to house a service animal.
- A person who has a service animal on campus (including University Housing) is financially responsible for property damage caused by his or her service animal.
- All service animals to reside in University Housing must meet the following weight restrictions: at least 8 pounds, but not more than 125 pounds.

The Student Disability Services Office, in consultation with the Director of University Housing, may approve an exception to this policy when an exception is deemed necessary due to unique circumstances.

VII. GRIEVANCES

Any partner dissatisfied with a decision made concerning a service animal should follow the applicable Dispute Resolution Procedures. Students, please refer to the Fogcutter Services to Persons with Disabilities Policy Section E or the Student Disability Services Student Handbook Dispute Resolution
Procedure. Staff and faculty members should refer to the appropriate handbook or collective bargaining agreement.

Moving Reimbursement Policy

Remote Hire Policy (Form I-9)

The Remote Hire Policy (Form I-9) can be accessed here.

Administrators' Conduct

Conflict of Interest Policy

Preamble

The University of San Francisco is committed to pursuing "a common good that transcends the interests of particular individuals or groups" and to distinguish itself as "a diverse, socially responsible learning community". Among its core values is the belief that "no individual or group may rightfully prosper at the expense of the other". The Conflict of Interest Policy primarily intends to guide members of the University community to carry out their employment responsibilities in a manner that reflects and reinforces the values of USF. It further aims to ensure compliance with federal and state law and contractual obligations.

Policy

All University employees are obligated to conduct the affairs of the University in a manner that promotes the University's mission, vision, and values. A conflict of interest may exist on two levels: (1) when an employee has financial, personal, or other considerations that may affect or appear to affect his or her professional judgment in decision making on behalf of the University or, (2) when the University itself has financial or other considerations that may affect or appear to affect its decision making as it relates to the University's values, mission and/or business practices.

In general, the University expects all employees to:

1. Be aware of the potential for real or apparent conflicts of interest in all their employment activities.
2. Abide by the standards set forth in the policy (including any additional procedures adopted by individual colleges or departments in furtherance of this policy).
3. Fully disclose professional and relevant personal activities and relationships that create a real or apparent conflict of interest.
4. Address conflicts of interest that arise.
5. Conduct University business with appropriate transparency.

Individual Conflicts of Interest

Each employee must:

1. Refrain from using University resources to further employee's interests (or the interests of his or her immediate family) or the interests of any individual or group above the best interests of the University. For purpose of this policy, immediate family includes spouse, partner, parents, children, siblings, in-laws.
2. Disclose any significant ownership, board service, consulting relationship, management or financial interest in any entity doing business, or proposing to do business with the University.
3. Refrain from participating in transactions with the University (other than one's employment), which could result in personal profit except upon the written approval of the appropriate Dean or Vice President and the General Counsel.
4. Refrain from accepting (without disclosing to the appropriate Dean or Vice President and the General Counsel) any gift compensation, or benefit with a value of more than $250 from any person or organization who aims to influence the employee's professional judgment. This includes any person or organization with whom the employee may transact business on behalf of the University. Items valuing $250 or less are not included within this policy unless in the aggregate the total value exceeds $250 per year, in which they must be reported to the appropriate Dean or Vice President and General Counsel.
5. Refrain from making payments or providing gifts or services in the name of, or on behalf of the University or with University funds, services or facilities to anyone affiliated with a government or accrediting agency who is in a position to influence an action or decision related to the University.
6. Refrain from making or soliciting partisan contributions in the name of, or on behalf of the University or with University funds, services or facilities in any manner to, or in aid of, any political party, group, candidate or cause, so as not to jeopardize the University's tax exempt status which prohibits it from endorsing any political party group, or cause.

Institutional Conflicts of Interest

An institutional conflict of interest may exist if the University has commercial arrangements that provide collateral benefits to the institution, such as when a vendor offers a gift to the University or if the University shares in the revenue generated by sale of the vendor’s product to students or employees. To ensure that the University’s best interests are served, these situations should be carefully reviewed by senior leadership. The appropriate Vice President will consider the following questions:

1. Does the transaction entail a conflict between the USF’s values, mission, and/or financial interests?
2. Does the transaction entail receipt by the University of financial benefit that may affect or appear to affect the quality or price of goods or services offered to students or other constituents?
3. Does the transaction entail the actuality or appearance that the University is profiting to the detriment of students or other constituents?

4. Would disclosure of the collateral benefit alleviate any actual or apparent conflict of interest?

If the answer to any of the above questions is yes, the President's Cabinet must resolve the matter.

Disclosures:

A conflict or a potential conflict of interest can arise at any time. Employees must disclose such situations to their supervisors before occurrence, if possible, and in any event as quickly as possible after it arises. The employee must complete section 1 of the Conflict of Interest Disclosure Statement and give it to his/her supervisor. If an employee is in doubt about a situation, he or she should fully disclose the situation. There is no harm in over-disclosing; by contrast, failures to disclose may subject the employee to disciplinary action.

The supervisor to whom an employee discloses a possible conflict of interest must complete section 2 of the Conflict of Interest Disclosure Statement and send it to Human Resources for resolution.

Once submitted by the employee, Human Resources will evaluate the situation and report its results on section 3 of the Conflict of Interest Disclosure Statement within ten business days. If more time is needed for fact gathering, this time period may be extended to 20 business days. If no conflict of interest is found, Human Resources will send the Conflict of Interest Disclosure Statement to the supervisor, and the supervising Dean or Vice President, and General Counsel. The supervisor will communicate the result to the employee.

If Human Resources finds a potential conflict of interest, this finding is indicated on section 3 of the Conflict of Interest Disclosure Statement and sent to the Dean or Vice President, and General Counsel for joint resolution. Human Resources will then notify the supervisor who will communicate this to the employee. The Dean or Vice President and General Counsel will advise Human Resources of the resolution. Human Resources will then notify the supervisor who will communicate this to the employee.

The office of Human Resources is responsible for notifying all employees of the requirements of this policy annually. Questions about this policy should be directed to the Associate Vice President of Human Resources.

The Office of General Counsel is responsible for enforcement of this policy. The General Counsel will review all violations of this policy, including (a) failure to comply with the disclosure process (by refusal to respond or by deliberately responding with incomplete, inaccurate, or misleading information, or otherwise); (b) failure to resolve conflicts of interest; and (c) failure to comply with the terms of any resolution reached pursuant to this policy. The General Counsel will consult with the Vice President, and the Associate Vice President for Human Resources regarding appropriate action. Violation of this policy will result in disciplinary action up to and including termination of employment.
Any exception to this policy must be approved in writing by the appropriate Vice President and the General Counsel. The Conflict of Interest Disclosure Form is available [here](#).

**Confidentiality**

All confidential information concerning past and present employees, students, clients, donors and firms with which the University does business is to be maintained in strict confidence. However, the Office of Human Resources will confirm dates of employment. Administrators should, therefore, never share or discuss such information without clear and prior authorization. Failure to protect confidential information could result in disciplinary action up to and including termination of employment.

**Performance Counseling and Discipline**

Any employee conduct that violates University of San Francisco policies or procedures or, in the opinion of the University, interferes with or adversely affects University business warrants disciplinary action. These actions may include but are not limited to the following:

- coaching;
- verbal warnings;
- written warning(s); and
- termination.

The University may suspend an employee without prior notice. Actions that may warrant this action include but are not limited to:

- fighting;
- insubordination;
- timesheet violation;
- endangerment of oneself or another person.

Administrative leaves may be with or without pay, and are usually reserved for situations in which subsequent actions are dependent on the outcome of an investigation or review. Administrative leaves must be approved by the Associate Vice President for Human Resources.

In choosing the appropriate action, the University may consider any number of factors, including:

- the seriousness of the employee’s conduct;
- the employee’s performance history;
- the employment record;
- the employee’s length of employment with the University;
- the employee’s willingness and ability to correct the conduct;
- the employee’s attitude about the conduct;
- actions the University has taken for similar conduct by other employees;
• how the employee’s conduct affects the University, its students/customers, and his/her coworkers; and
• any other related circumstances.

The University will assign any of the above factors whatever significance it deems appropriate.

As noted above, some conduct may result in immediate termination, including but not limited to the following:

• theft of University property;
• excessive tardiness or absenteeism;
• arguing or fighting with customers/students, coworkers, managers, or supervisors;
• brandishing a weapon at work;
• threatening the physical safety of customers/students, coworkers, managers, or supervisors;
• physically or verbally assaulting someone at work;
• illegal conduct at work;
• using, possessing, or being under the influence of illegal drugs at work;
• inappropriately using alcohol at work;
• failing to complete reasonable job assignments;
• inappropriate use of University assets including inappropriate computer use
• insubordination;
• making false statements on a job application; and
• discrimination and harassment.

Personal Appearance

Discretion on the part of administrators in the style of dress and personal appearance is essential to the image and efficient operation of the University. Administrators are expected to dress in a manner appropriate to their work environment and to the type of work performed. Some departments may have their own policy or dress code appropriate to the nature of the work done within that department. Administrators should consult with their supervisor regarding any dress code requirement specific to their department.

Appeal Procedure

Administrators are provided with a process for resolution of employees' rights violations as specified in this handbook. (See Appeal Procedure Appendix A)

Safety

The University of San Francisco strives to make the working environment as safe as possible in order to eliminate or reduce conditions which may result in personal injury and property loss to administrators, visitors and students. Administrators must abide by the safety policies and procedures of their
department and carry out their job functions in a safe and productive manner. It is the duty of every administrator to remove hazards when they can and to report those hazards which they are unable to remove.

Working safely is no accident. It is each administrator's responsibility to perform his/her work in a manner safe for the administrator and others. Any item or article of dress that could restrict the administrator's sight or sound or restrict movement is prohibited. This may include, but is not limited to, shaded glasses meant for outdoors and personal audio equipment with headsets or ear plugs.

Administrators failing to adhere to these standards are subject to performance counseling.

Sexual and Other Unlawful Harassment Policy

Click here for more information about USF's Prevention of Sexual and Other Unlawful Harassment (PSOUH) Policy.

Solicitation and Distribution

Solicitation by Administrators for any commercial purpose is not permitted during the working time of the soliciting administrator or the employee being solicited. Working time does not include break periods, meal times, or other specified periods during the workday when administrators are not engaged in performing their work tasks. Distribution of circulars, handbills, or literature of any type during working time is not permitted.

Violation of this rule will subject an administrator to discipline up to and including discharge. Solicitation and distribution by any other person is prohibited at all times on University premises.

Substance Abuse

In accordance with the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Campuses Act of 1990, the University of San Francisco has established the following policy guidelines regarding substance abuse in the workplace.

1. Unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited on University premises or other workplaces if individuals performing work on these premises are compensated by the University of San Francisco.
2. Failure to abide by the University's Drug-Free Workplace Policy may result in suspension from work without pay and mandatory participation in a drug rehabilitation program on the first offense and termination on the second.
3. If convicted of any criminal drug statute violation occurring in the workplace, you are obligated to notify the Office of Human Resources in writing within five (5) calendar days after conviction.

A copy of the USF Drug-Free Workplace Policy is available from the Office of Human Resources.
The University of San Francisco recognizes drug and alcohol dependency as treatable conditions and offers an employee assistance program for University faculty/staff with substance dependency problems. Faculty and staff are encouraged to seek assistance for drug and alcohol-related problems and may request leaves of absence for this purpose, in addition to using approved vacation or sick leave, or attending the employee assistance programs outside regular working hours. Information obtained regarding an employee during participation in an employee assistance program will be treated as confidential.

Ending Employment

Final Paychecks

Employees who resign with 72 hours of notice or more will receive their final paychecks on their last day of work. Employees who resign with less than 72 hours’ notice will be paid within 72 hours. Paychecks of employees who have given less than 72 hours’ notice will generally be mailed to the employee’s home address. Final paychecks will include all compensation earned but not paid prior to resignation, and all accrued and unused vacation, less appropriate deductions.

Employees who are terminated involuntarily will receive their final paychecks on their last day of work. Final paychecks will include all compensation earned but not paid through the date of termination, and all accrued and unused vacation, less appropriate deductions.

Continuing Health Insurance Coverage

The University of San Francisco offers full-time employees health insurance coverage as a benefit of employment. If an employee is no longer eligible for insurance coverage because he/she is no longer employed by the University, the employee has the right to continue his/her health insurance coverage for up to 36 months through COBRA. The employee will have to pay the cost of the coverage.

The employee receives an initial notice of his/her right to continued health insurance coverage when the employee first becomes eligible for health insurance under the University’s group plan. The employee will receive an additional notice about his/her COBRA rights when the employee is no longer employed with the University. This second notice will tell the employee how to choose continuation coverage, what his/her obligations will be, and how much the insurance will cost. Only employees who have been continuously insured for the previous three months are entitled to COBRA health insurance coverage under this policy.

Exit Interviews

The University will schedule an exit interview with every departing full-time employee requesting an interview. We strongly encourage employees to request an exit interview from the department of Employment Services. During the interview, the employee will have an opportunity to tell the University about his/her employment experience at the University. The University greatly values these comments.
The exit interview also gives the University a chance to handle some practical matters relating to the end of employment. The employee will also have an opportunity to ask any questions he/she might have about insurance, benefits, final paychecks, references, or any other matter relating to his/her employment.

Benefits

Benefits website

Compensation/Pay Practices

Policy Statement

Job Description

The supervisor is responsible for preparing a formal written job description for each position. All job descriptions are subject to review by the Office of Human Resources and final approval by the division Vice President/Dean.

Job Evaluation

All jobs, as defined by approved job descriptions, are evaluated on the basis of skill, effort and responsibility. The Office of Human Resources will conduct evaluations and make recommendations to the Vice President/Dean.

Job Re-Evaluation

If a significant change in duties occurs, a job re-evaluation may result. Requests for job re-classification are approved by the Vice President/Dean and sent to the Assistant Director for Benefits, Compensation, and Risk. If significant change is determined to have occurred, a new job description will be submitted by the supervisor and reviewed by the Office of Human Resources. If warranted, a new salary range will be assigned for the position. If a higher salary is recommended for the incumbent, a salary adjustment may be made when funding is available.

Salary Ranges

Externally competitive wage and salary ranges will be developed by the Office of Human Resources using salary data obtained from the College and University Personnel Association and other relevant salary databases. Salary ranges will be established consistent with respective job evaluation levels at 80 percent to 120 percent of the salary of positions with similar responsibility levels in comparator universities.
Pay Rates

Individual rates of pay are recommended by the supervisor, in consultation with the Office of Human Resources, and are subject to the approval of the division Vice President/Dean, and the President.

Merit Increases

Based on the results of an annual review of performance, and subject to the approval of the division Vice President/Dean, the supervisor will make a recommendation for a merit increase. Merit increases are based on the individual's performance as measured by achievement of goals and objectives.

Wage and salary administration guidelines will be prepared annually and will be based on the budgeted merit pool of money.

Acting Capacity

An individual serving in an "acting" capacity on a temporary basis will generally be compensated with an additional compensation with approval of the division Vice President/Dean and Assistant Director of Human Resources, for Compensation, Benefits, and Risk during the period he/she is assuming these additional duties.

Paycheck Deductions

Administrators may elect to have pay check deductions for many purposes, including but not limited to credit union savings, insurance contributions, retirement annuity contributions, University contributions, and University sponsored donations to such organizations as the United Way Campaign.

The University may also deduct amounts for legally imposed tax levies and garnishments made against your salary. If you have any questions about garnishments and levies, contact the Office of Human Resources. The dollar amount and type of any paycheck deduction will be listed on the paycheck stub.

Garnishments

If the University receives a garnishment for the collection of an administrator's debt, the University will withhold the appropriate amount prescribed by law until the debt is paid in full. Administrators should make every effort not to involve the University in their personal affairs.

Paychecks/Paydays

Administrators are paid in two different pay cycles; monthly and semi-monthly (twice a month).

Those receiving monthly checks receive them on the 26th of the month (or on the preceding Friday or following Monday if the payday falls on a Saturday or Sunday).
Semi-monthly checks are distributed on the 1st and 15th of each month (or on the preceding Friday or following Monday if the payday falls on a Saturday or Sunday). The University strongly encourages administrators to take advantage of its direct deposit service. It ensures convenience and security of funds. Direct deposit authorization forms may be obtained from the Office of Human Resources. Please notify your supervisor immediately if you do not receive your paycheck or direct deposit statement on payday.

Federal and State income taxes, Social Security Tax (FICA and Medicare) and deductions for various benefit options will be itemized on your paycheck stub. Vacation and sick leave hours accumulated, as recorded in the Payroll system, will also be shown.

**Tax Withholding**

The University of San Francisco is required to withhold tax and to report taxable income according to the requirements of federal, state and local government agencies and the Social Security Administration. All administrators are required to complete the appropriate tax information forms prior to being placed in the payroll system. Revised tax forms are required whenever the administrator’s tax status, geographical location of employment, or number of allowable exemptions changes. Forms are available in the Office of Human Resources.

Current and year-to-date tax totals are shown on each pay stub. Calendar year totals are provided on Form W-2 in January of the subsequent year. Contact the Office of Human Resources for additional information.

**Work Schedules**

Work hours and schedules vary throughout the University depending upon the services provided. As part of orientation, administrators and supervisors should discuss the normal work schedule requirements.

Supervisors are responsible for establishing and informing administrators of specific work schedules, including start times, lunch schedules, and normal ending times. When the work schedule must be changed, supervisors will give as much advance notice as possible so administrators can make personal arrangements to meet the new scheduling requirements. The operating requirements of the department are the primary consideration in establishing work schedules. However, supervisors will consider the personal requirements of the administrator as well in making such decisions.

**Unemployment Compensation**

Most University administrators are covered by the State Employment Security Law. Under the provisions of this law, administrators of the University who become totally or partially unemployed, and who meet the eligibility requirements as set forth in the law, may receive unemployment compensation. Please contact the nearest Employment Development Department Office for more information.
**Sick Leave**

Salaried full-time and part-time administrators who are scheduled to work at least 20 hours per week on a regular basis are eligible to accrue sick leave. Hourly paid administrators are eligible to accrue 1 hour of sick leave for every 30 hours worked, up to a maximum of 72 hours. Only accrued time can be used and must be approved by the supervisor. Full-time administrators accrue 12 sick days annually. The maximum accrual is 75 days for full-time administrators.

Sick leaves normally require no verification; however, appropriate documentation may be requested by the supervisor, depending on the circumstances or absenteeism history. On an annual basis, up to 72 hours of sick leave may be used to care for an eligible family member who is ill. The University prefers that all administrators schedule medical appointments outside normal working hours; however, if it is impossible to do so, sick time may be used for medical appointments if approved in advance by the supervisor. Upon termination, unused sick leave cannot be used as necessary notice for resignation. Unused sick leave is not paid upon separation. Sick leave balances will appear on your paycheck stub.

**Vacation**

The University of San Francisco provides you with paid vacation earned as follows:

<table>
<thead>
<tr>
<th>Years Worked</th>
<th>Vacation Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 3 years</td>
<td>12 days per year</td>
</tr>
<tr>
<td>4 – 7 years</td>
<td>15 days per year</td>
</tr>
<tr>
<td>8 – 9 years</td>
<td>20 days per year</td>
</tr>
<tr>
<td>10 – 14 years</td>
<td>22 days per year</td>
</tr>
<tr>
<td>15+ years</td>
<td>25 days per year</td>
</tr>
</tbody>
</table>

The maximum number of vacation days that may be accrued is 1.5 times the staff member’s annual vacation rate. Staff who work less than full-time, but who are still eligible to accrue vacation, will accrue at a prorated amount based on the schedule above.

Staff who terminate employment or change to a job class that is not eligible to accrue vacation will receive a payout for all unused, accrued vacation hours in accordance with state law. Staff moving from a full-time to a part-time position with no break in service will retain their accrued vacation balances and begin accruing at the new, prorated level.

For staff whose positions funded by a grant that are re-funded annually, they are required to use all of their accrued vacation leave each year before the start of the next grant period. In the final year of the grant, the staff member is required to use all vacation leave before the final month of the grant.

**Holidays**
The University recognizes the following holidays each year:

- New Year's Day
- Martin Luther King's Birthday
- President's Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day After Thanksgiving Day
- Christmas Eve
- Christmas Day
- Three additional holidays during the week between Christmas Day and New Year's Eve
- New Year's Eve

Full-time and eligible part-time administrators who are regularly scheduled to work on the day on which the published holiday falls, and are employed at least one day prior to the holiday, are eligible for holiday pay for the number of hours they would have normally worked on that day.

Some departments are open during University holidays. In the event an administrator is scheduled to work on a published holiday, they will be provided another day off within the fiscal year.

The University employs administrators from various religious backgrounds. While operating requirements of the departments must be met, reasonable accommodations in arranging work schedules to permit administrators to meet commitments of all faiths will be extended, or time off may be charged to vacation.

Employees covered by a collective bargaining agreement (CBA) should refer to their agreement for Holiday information.

**Family and Medical Leave (FMLA/CFRA)**

The University of San Francisco, in accordance with federal and state laws, offers eligible staff members up to twelve weeks of leave in a 12-month period for the birth, adoption or foster care of a child, the serious health condition of the employee's child, parent or spouse and the employee's own serious health condition.

Administrators who need leave to care for a sick family member, or because of their own illness, may take the leave intermittently if medically necessary. The timing of such a leave should be discussed with the supervisor and with the Office of Human Resources to continue benefits. The administrator's healthcare and dental benefits are continued during the Family and Medical Leave while the administrator is on paid status with the University.
California Pregnancy Disability Leave (CPDL)

The University of San Francisco follows all mandated state and federal laws for leaves of absence. Other state and federal entitlements may run concurrently with California Pregnancy Disability Leave. CPDL eligibility requirement: Employee is eligible for CPDL starting the first day of employment with USF. Under CPDL, a pregnant woman is entitled to up to four (4) months (17 1/3 weeks) of job and benefits protection depending on her actual period of disability. An employee should coordinate the leave with her supervisor/manager and contact the Leave of Absence Manager to discuss and request eligibility and paperwork requirements. CPDL may be taken on an intermittent, reduced hour or continuous basis as certified by the Healthcare provider.

Bereavement Leave

In the event of a death in an administrator's immediate family (spouse, RDP, LDA, children, parents, sisters, brothers, legal guardians, mother-in-law, father-in-law, grandparent, grandchildren or any other relative living in the family household), arrangements may be made with the administrator's supervisor for a bereavement leave of up to three days with pay. Administrators required to travel out of state to attend the funeral may be granted two additional days off with pay. The bereavement leave will be based on the regularly scheduled hours worked per pay period. An administrator may take additional vacation time or an unpaid leave of absence if necessary and approved by the immediate supervisor.

Jury Duty

Jury Duty includes actual jury duty service and all hours spent in preliminary examination and interviews required prior to such service.

Jury duty pay is for regular full-time employees, including those in their probationary period.

An employee will receive his/her regular rate of pay for the first ten workdays while on jury duty each time the employee is called for jury service. Leave without pay or accrued vacation time may be requested for jury duty service beyond ten workdays. When asked by the court as to how many days the University will pay for jury duty, employees should state that the University policy allows payment for 10 workdays only.

Jury duty pay (less mileage) provided by the courts must be remitted to the Payroll Office by the employee as an offset against regular earnings for the days of paid jury service. A copy of the summons must be attached to the check received from the court. Contact the Assistant Director of Human Resources for Payroll Services for further information. Additionally, time in jury service should be noted on timesheets/leave reports.

On any day when an employee on jury duty status is not required to report to the court, the employee is required to report to his/her regular work.
Leaves of Absence

An unpaid leave of absence may be granted in the event of physical or mental disability, pregnancy, adoption, education, or other extenuating circumstances. Leaves of absence should be requested in writing to the supervisor. Vacation accruals and sick leave, if appropriate, must be exhausted before an administrator applies for a leave of absence without pay. If the leave extends beyond the vacation and sick leave accruals, a leave of absence without pay may be requested.

Benefit coverage remains intact for administrators on full-time vacation or sick leave. Administrators on a leave of absence without pay must contact the Benefits Specialist to continue their benefits (paid by the administrator).

There are two types of leave of absence: short-term leave of absence and long-term leave of absence.

1. Short-Term Leave of Absence is a leave of absence for 30 calendar days or less and must be approved in writing by the administrator’s department head. A PAF form signed by the supervisor must be submitted to the Office of Human Resources.
2. Long-Term Leave of Absence is for more than 30 days and must be approved in writing on the administrator's PAF form by the supervisor, department head, and appropriate Vice President/Dean.
   a. Under certain circumstances, it may be necessary for the University to grant a leave of absence without a written request from the administrator. This may be done with appropriate justification and prior approval from the appropriate Vice President/Dean.
   b. An administrator who is granted a long-term leave of absence without pay may or may not be reinstated in the former position, subject to the availability of that position. If reinstatement is not possible, the person may apply for other positions for which he/she may be qualified.
   c. If the leave of absence was for medical reasons, a physician's verification of illness, disability, and ability to return to full duty is required when the administrator departs or returns to work.

Military Leave

In accordance with the Veterans Reemployment Rights Act and state law, the University of San Francisco honors and respects the rights and obligations of its administrators to serve in the Armed Forces of the United States, and will allow excused time off for administrators to serve in that capacity.

An administrator who enters the Armed Services or attends extended training as part of a Reserve or National Guard obligation may be paid for any accrued vacation time during the administrator's service time.

Reservists: Two weeks per year for training for reservists are allowed. Differential pay may be paid for up to two weeks of annual reserve active duty. Differential pay is the difference between the administrators' basic salary and the total base pay from their military unit. As an option, an
administrator may charge time for active duty training to accrued vacation and thereby retain their full military pay. An administrator cannot take differential pay and vacation pay.

Active Duty: Administrators who enter into active duty are entitled to return to their previously held position following discharge or release from active duty, with no loss of seniority, status, or pay (subject to the exceptions and qualifications set forth in the law). Administrators who enter the Military Reserve components or National Guard for initial training of not less than twelve (12) consecutive weeks or who are called into active duty service, will be granted a leave of absence and will be entitled to reinstatement to their positions with no loss of seniority, status, or pay. Subject to the exceptions and qualifications set forth in the law, administrators who are members of a Military Reserve component or the National Guard shall be excused from work (if scheduled) to perform weekend duty.

Administrators who follow the above procedure will accumulate seniority for the period of service in the Armed Forces and retain previously accumulated benefits, subject to the rules and regulations of those plans. During any period of paid leave, the University will continue normal contributions toward the cost of benefits. When military leave is unpaid, the cost will be paid by the individual. In addition, the individual will be eligible for any general increases in pay or any approved benefits that occurred during his/her absence.

Supplemental military pay for Reserve or National Guard active duty or training will be paid by the University for up to two (2) weeks in a twelve (12) month period.

Appendix A

Administrative Appeal Procedure

Administrators are provided with a process for resolution of violations of employees' rights as specified in this handbook. No administrator will be retaliated against as a result of filing an appeal. An administrator may appeal formal performance counseling or other employment related complaints. However, neither policies nor decisions on pay may be appealed.

The Office of Human Resources will assist administrators in determining if an issue qualifies for the appeal procedure. The Director of Employment will assist administrators in determining whether the appealed action involves behaviors prohibited under the University's non-discrimination policy. If not, the Director of Employment may direct an administrator to use all or a portion of the Administrative Appeal Procedure. For more information contact the Director of Employment.

Appeal Procedure

Step 1
An administrator who has a complaint will promptly discuss it with his/her immediate supervisor so that the supervisor has an opportunity to resolve the complaint informally. If the complaint cannot be resolved through informal discussions, the administrator may pursue the following review process:

Step 2

If the administrator and the supervisor cannot arrive at a mutually satisfactory resolution or if the administrator feels that he/she cannot discuss the problem with the supervisor, the administrator may take the matter up with the supervisor's superior. The administrator should submit a written appeal outlining the reasons for the complaint and the remedies requested within 30 calendar days of the event which gave rise to the complaint. The appeal shall be answered in writing within 15 calendar days of the appeal meeting date.

Step 3

If further appeal is necessary, the complaint may be referred to Step 3 of the appeal process within five calendar days of the receipt of the written answer at Step 2. Also an administrator may, within five calendar days following receipt of a written notice of termination or reduction in time, submit a written request to Step 3. The written request for review shall be submitted to the Assistant Vice President for Human Resources and it shall include the reason or reasons for the review; copies of all relevant documents, if any, and the resolution sought. The Assistant Vice President for Human Resources shall within ten (10) calendar days following the administrator's request for a review, schedule and convene a University Review Panel meeting.

Step 4

1. The Panel shall be empowered to (1) gather evidence and take whatever steps deemed necessary and appropriate to assure that all facts have been fully presented, investigated and considered; (2) determine the participants who will be present during the review meeting; (3) provide the participants with an opportunity to present information and to comment on information provided by others; and (4) issue written findings of fact and recommendations for resolution. Panel recommendations for resolution shall either sustain, overturn or modify the original action.

2. In the event the administrator's review request includes allegations of discrimination such allegations will be investigated by the Director of Employment. The investigation shall be completed within 15 calendar days following the receipt of the administrator's review request and prior to the initial meeting of the Panel. The Director of Employment shall issue a written report to the Panel.

3. The Panel shall conclude its review and deliberations of the Administrator's request within 10 calendar days following the date of the initial review meeting.

4. Prior to the conclusion of its review, the Panel may, at its discretion reconvene the participants for the purpose of either clarifying previously presented information or for gathering additional information.
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Step 5

The Panel shall within 10 calendar days following conclusion of its review issue written findings of fact and its recommendations for resolution to the President. The report of the Panel shall be advisory to the President.

Step 6

The President shall review the Panel's report. Within 10 calendar days following his review the President shall either sustain, reject or modify the Panel's report. The President's decision shall be in writing and submitted to the Vice President/Dean, the Assistant Vice President for Human Resources, the Panel, the administrator and the person against whom the claim was filed. The decision of the President shall be final and binding.

General Provisions

- The President shall establish a University-wide Review Panel of 20 administrators.
- The Vice President/Dean of each division shall appoint and submit to the President a list of five administrators from the division to serve as University-wide Panel members.
- Each member of the University-wide Review Panel shall serve a two-year term from the date of appointment.
- A Review Panel of three University administrators from the University-wide Review Panel shall be selected by the President to hear the administrator's review request. The three-member Panel shall be from outside the Division where the appeal originated.
- The administrator shall be present during the review meeting or meetings. The administrator may be self-represented or may be represented by one other person of the administrator's choice.
- Panel meetings shall be confidential and not open to the public.
- Any individual, including any witnesses, may decline to appear before the Panel.
- There shall be no recording devices present during the review meeting or meetings.
- The Panel proceedings shall be recorded by a stenographer if requested by the administrator who has filed the appeal. The Assistant Vice President for Human Resources will arrange for the services of a stenographer.
- The fees and expenses of the stenographer, if any, will be shared equally by the University and the administrator who has filed the appeal.

Time limits at any step of the procedure may be extended by mutual consent of the administrator filing the appeal and the University.

The foregoing review procedure supersedes each and every policy, understanding or agreement (whether written or oral) which may exist that pertains to the subject matter of the review procedure.