



Adjunct Faculty Handbook

(August 2022 edition)

WELCOME FROM INTERIM PRESIDENT CARIO

Welcome to Concordia! We are delighted to welcome you to a very special place with a particularly compelling mission. Our Mission Statement reads:

Concordia University is a Lutheran higher education community committed to helping students develop in mind, body and spirit for service to Christ in the Church, and in the world.

We count on you to help make that mission a reality. Thank you for your willingness to share your gifts and experiences to help students learn.

This handbook will help acquaint you with Concordia. Please be sure to ask for more information should you have questions.

Yours in Christ,
William R. Cario, Ph.D.
Interim President

WELCOME FROM THE INTERIM PROVOST

Concordia values the contributions that adjunct instructors make to the academic life of our institution. I welcome you and pray that your experiences here may be a blessing to you as well as to Concordia.

Concordia also seeks to demonstrate how the Christian faith informs and connects with academic learning. You are invited to join us in accomplishing that goal.

We also invite you to share with our students your day-to-day experiences from outside the world of academe. That is one of the unique contributions you can make to student learning.

The aim of this handbook is to anticipate questions you might have about how Concordia operates. If additional questions arise, please contact me at 262-243-4263 or Dr. Leah Dvorak at 262-243-4522.

News and communications will be distributed periodically via your CUW email account or on the CUW Portal.

Dr. Leah Dvorak, Ph.D.
Interim Provost

LIAISON

Dr. Leah Dvorak, Interim Provost, is Concordia's liaison with its adjunct instructors. While your department chair or dean can address most questions and/or concerns, please feel free to contact Dr. Dvorak (leah.dvorak@cuw.edu; 262-243-4522) for further assistance.

CONCORDIA'S MISSION, VISION AND VALUES

Mission Statement

“Concordia University is a Lutheran higher education community committed to helping students develop in mind, body, and spirit for service to Christ in the Church and the world.”

Vision Statement

“Concordia University will be well known nationally and internationally as a premier Lutheran Christian university, widely recognized for meaningful integration of faith and learning. Concordia University alumni will assume significant servant leadership responsibilities in the Church and communities across the nation and around the world.”

Core Values

Bound by the Biblical and Confessional teachings of The Lutheran Church – Missouri Synod the members of the Board of Regents, the members of the Concordia University Foundation Board, the President, and employees of the university shall act in a manner consistent with these core values.

- **CHRIST-CENTERED**
We have faith in the redemptive work of Jesus Christ
- **TRUTH & INTEGRITY**
We speak truth and display integrity in all our relationships.
- **EXCELLENCE**
We expect excellence in all our endeavors to support CUW's mission.
- **SERVICE**
We serve others in caring, helpful, respectful, and knowledgeable ways.

Academic Freedom (Based on May 2017 CUS Institution Policy Manual, 9.1.)

The colleges, universities, and seminaries of The Lutheran Church-Missouri Synod exist to supply the higher education services needed to accomplish the mission of the church. Strongly committed to the Lutheran concept of vocation, Synodical colleges and universities are liberal arts institutions which provide a Christ-centered spiritual and value-oriented environment for men and women who will be Christians in the church and in secular occupations. The objectives of the Synod include the recruitment and education of professional church workers. Therefore, central to the system of Synodical higher education is the preparation of those who are called to serve through preaching, teaching and related vocations. Professional preparation for the pastoral ministry is the special assignment of the Synod's seminaries.

("Statement of Mission and Purpose" as adopted by the 1986 LCMS Convention)

Freedoms and Opportunities (Based on May 2017 CUS Institution Policy Manual, 9.2.)

Much of value can be learned from the concepts of academic freedom that are commonly found in American culture. However, academic freedom and its related responsibilities as recognized and practiced in the Concordias have their fundamental basis in the Christian identity of our institutions of higher education. A Concordia campus views academic freedom and responsibility as an expression of the reality of the scriptural Lutheran faith. As agencies of The Lutheran Church-Missouri Synod, the Concordias express the confessional significance of believing in Christ and His Scriptures, teaching the scriptural Lutheran faith, and confessing the Gospel to the world.

A Concordia campus:

- is a Christian community, characterized by a high awareness of the reality and importance of collegial relationships and commitments.
- values the centrality of a Lutheran understanding of Law, Gospel, and the forgiveness of Christ for all. This reality permeates classrooms, administrative work, and human relations among all campus constituencies.
- provides opportunities for faculty to integrate faith, life, and learning. This includes opportunities to address issues in our contemporary environment from the standpoint of informed Lutheran scholarship.
- values the individuality of each faculty member and respects the right of faculty to hold diverse opinions. The right of persons to retain the convictions of their faith and conscience is respected, but the institution has specific expectations regarding the presentation of doctrinal teachings.

- expects its faculty to exhibit a strong commitment to scholarship and the professional expectations of the various academic disciplines. The pursuit of knowledge through intellectual inquiry and research is highly valued as a mark of institutional excellence.
- respects the right and responsibility of faculty members to present the empirical and historical subject matter involved in their scholarly disciplines. Scholarly information related to the subject matter may be presented, provided the manner of presentation is within the parameters of the responsibilities and limitations listed below.

Responsibilities and Limitations (Based on May 2017 CUS Institution Policy Manual, 9.3.)

A Concordia faculty member:

- may present and discuss concepts that conflict with Synodical teachings, including historical information and the results of research in a faculty member's discipline. The corresponding responsibilities are that the faculty member presents the material in a manner that encourages constructive insights and enhanced understanding of the issues, that he/she presents a fair and accurate description of the Synodical position, and that he/she does not advocate a position contrary to that of the Synod.
- acknowledges that he/she functions within a community that has multiple dimensions (e.g., campus, congregations, The Lutheran Church-Missouri Synod, the church-at-large, society). As a responsible colleague, the faculty member has a clear awareness of the position of respect and responsibility that those communities confer upon faculty members.
- acknowledges that in certain situations he/she will voluntarily limit his/her expression of opinions and convictions. Such limitations involve a professional and personal judgment regarding the appropriateness of the message to the audience, so that the mission of the institution and of the church is supported rather than hindered.
- affirms that expressions of academic freedom are primarily a matter of individual and professional responsibility.
- will ordinarily confine his/her teaching and counseling of the institution's students to his/her areas of professional expertise.
- when engaged in publication and public presentation, will do so with the awareness that there is always a tacit association of the professor with the institution.
- acknowledges that he/she is serving an institution that is an entity owned and operated by The Lutheran Church-Missouri Synod, and that the Synod expects its mission, values, and teachings to be clearly taught and reflected in its institutions.
- will work peacefully under the Constitution, Bylaws, and policies of The Lutheran Church-Missouri Synod, its Concordia University System, and the institution.
- will not actively promote a doctrinal position that is in opposition to the doctrinal position of the LCMS.
- accepts responsibility for becoming knowledgeable regarding the teachings of The Lutheran Church-Missouri Synod on the theological topics and issues related to his/her academic responsibilities.

Implementation of Academic Freedom Opportunities and Limitations (Based on May 2017 CUS Institution Policy Manual, 9.5.)

Written acceptance of the preceding “Responsibilities and Limitations” is required for all faculty members. This applies to new and renewal contracts as well as offers of regular appointment.

Due Process (Based on May 2017 CUS Institution Policy Manual, 9.4.)

The fundamental purpose of due process regarding academic freedom and responsibilities is to protect the academic freedom of the faculty member and to uphold the policies and positions of the institution. The attitude of all involved should be inclined to humility and forgiveness. Each institution is responsible for maintaining clearly stated procedures for due process that include the process and policies described in the 2016 Synodical Handbook.

Academic Freedom Guidelines

Concordia University promotes and supports the exploration and discussion of challenging ideas, for that is a function of a university. Scripture demands that we seek Truth. To that end Concordia promotes academic freedom for the members of its community. The following guidelines –formulated by the Board for University Education of The Lutheran Church – Missouri Synod – are to put Concordia’s academic freedom in a Christian context.

1. Faculty and staff will ordinarily limit their teaching, counseling, and public presentation regarding theological issues to their areas of professional expertise.
2. Because academic inquiry in the schools of the Synod takes place within the Lutheran context, faculty and staff seek to exercise their privileges in a manner that is appropriate to the audience and situation. It is not appropriate to attack the Christian faith itself or Lutheranism as a true presentation of Christianity. It is not appropriate to provoke theological controversy simply for the sake of creating confusion.
3. It is appropriate to present information regarding concepts that conflict with synodical statements/resolutions. This involves (1) a fair and accurate description of the synodical position, and (2) a manner of presentation that encourages constructive insights and enhanced understanding of the issues. Presentation of differing and even disturbing concepts is appropriate within the context of a constructive educational activity.
4. All full-time and part-time faculty members must be members of Christian congregations.

ACADEMIC POLICIES

ACADEMIC DISHONESTY

Faculty should report all instances of academic dishonesty to their Department Chair, Program Director, or Center Director. Such reports are sent to the Dean of the school in which the student is enrolled, who will pass it along to the Provost's Office where a master record is maintained. Deans and Center Directors should also keep collective records. The *Academic Dishonesty Reporting Form* is available to download from the Forms Repository channel of the faculty tab of the portal.

Forms of Academic Dishonesty

1. Plagiarism
2. Fabrication
3. Cheating
4. Academic misconduct

Plagiarism is any misrepresentation in the use of another's work, especially as that misrepresentation gives the impression that the student is presenting his or her own work. Plagiarism is the use of exact words, phrases, or sentences of another person's work without quotation marks and proper documentation. Furthermore, it is the use of paraphrasing in which a student makes a composite of borrowed phrases or sentences without proper documentation. If you are questioning a plagiarism issue, we have SAFEASSIGN as a resource, embedded in the Blackboard learning management system.

Please contact the CELT for help in using SAFEASSIGN.

When a faculty member suspects an academic dishonest act:

1. Review the evidence to ensure that there is sufficient cause to warrant a charge of academic dishonesty.
2. Follow Matthew 18, confront the student directly in a one-on-one situation. If the student is unable to explain the discrepancies in a satisfactory manner, you may proceed with the filing of your report.
3. If the alleged violation occurs during final exam week, assign the student an incomplete grade until the alleged violation is adjudicated.

Sanctions

Faculty may select one or more of the following sanctions:

1. A lower grade on the assignment or test.
2. A failing grade on the assignment or test.
3. Repeat of the assignment or test.
4. A lower grade in the course.
5. A failing grade in the course.
6. Removal of the student from the course.

Multiple Offenses

First instance: The faculty member determines the penalty. This may include any of the following: an opportunity to redo the assignment or test, a reduced grade on the assignment or test, a failing grade on the assignment or test, a lower grade in the course, a failing grade in the course, or removal of the student from the course.

Second instance: The faculty member determines the penalty, and the campus-specific Chief Academic Officer (CAO) or designee connects with the student at which time additional sanctions may be imposed.

Third instance: The faculty member determines the penalty, and the Academic Conduct Board (ACB) meets with the student at which time additional sanctions may be imposed, including suspension or expulsion. On the Mequon campus the ACB consists of the CAO at Mequon, AVP of Academics for Student Success, and the Dean of the School in which the student resides. If the student is an adult learner, the appropriate Center Director joins the ACB. If the student is a graduate student, the appropriate Program Director joins the ACB. The decision of the ACB is final.

Appeal Process

On the Mequon campus students may appeal a faculty-issued academic dishonesty decision or penalty in writing to the Dean of the School in which the course was offered within 15 working days of receiving the report. The Dean (in consultation with the Department Chair or Program Director or Center Director) will consider the appeal and render a decision within 10 working days of receiving the appeal and issue a written response to the student. On the Ann Arbor campus, this appeal should be directed to the appropriate campus Dean.

Confidentiality

In accordance with provision of the Family Educational Rights and Privacy Act of 1974, any information related to an alleged violation of the University's standards or to the outcome of a judicial hearing must be treated as strictly confidential by members of the faculty. It does not violate law on confidentiality to discuss a case with the judicial affairs staff or your department chair or dean.

ACADEMIC SUPPORT SERVICES

Please contact these support services when appropriate and refer students to these offices and encourage them to use the services.

The Center for Academic Advising & Career Engagement

The Center for Academic Advising & Career Engagement (CAACE) bolsters the holistic development of Concordia students and alumni by providing comprehensive academic and career support toward the development, implementation, and fulfillment of academic, career, and vocational goals. This mission is enhanced by the myriad of partnerships both on campus and in the extended Concordia community. By connecting with alumni and community partners throughout their academic and career journey, students complement their classroom learning with experiential learning. These opportunities help student gain valuable experiences to enhance their resume and refine their networking abilities; two critical components in their career toolbox. The main phone number is 262 243 4499. The office is in Stuenkel 103.

Academic Resource Center (ARC)

Director: Janis Chapman (262) 243-4299

The Academic Resource Center (ARC) provides free services, programs and supports for Undergraduate, Graduate, Center and Online students. The Academic Resource Center is located on the Mequon campus, in Luther 200. Hours of operation are Monday - Friday, 8:00 a.m. - 4:30 p.m. For more information email Mequon campus at arc-as@cuw.edu. The website is <https://www.cuw.edu/academics/services/student-academic-resources/academic-resource-center/index.html>

Tutoring - Tutoring is available for frequently requested traditional courses offered at CUW. The ARC's trained tutors help students understand course objectives, review material, prepare for quizzes and tests, and identify study techniques necessary to succeed in class. Students are typically matched with tutors who have taken the same class and instructor the prior year. Depending upon individual needs, either peer-to-peer or small group

tutoring can be arranged.

Supplemental Instruction (SI) - SI is a peer-facilitated, large group study session for courses that are historically difficult. SI leaders will collaborate with students and compare notes, discuss readings, develop organizational tools, and predict test items. It's all about insider information. Supplemental Instruction sessions are led by students who've successfully completed your course — with the same professor. Simply put: they've been there!

The Writing Center - The Writing Center serves undergraduate and graduate students in all academic disciplines. Writing Consultants are available to help with all aspects of writing, including: generating ideas, conducting research, organization, editing, revising, and more. In person and online consultations are available for individual students or small groups. Students have two options to utilize the Writing Center: they can make in-person appointments at the Mequon campus or they can submit their work online through the Online Writing Lab (OWL). For information on how to make an appointment or submit work online, visit the ARC webpage: [Academic Resources](#)

Math Drop-In Desk - The Math Drop-In Desk offers free tutoring for most 100-200 level and some 300-400 level math courses. Students may seek assistance with math questions in relation to a math course, finance/business course, or even a science course, by just dropping by. Tutoring takes place on a first-come first-served basis, in short 30-minute sessions. For more information about the Math Drop-In Desk, contact the ARC.

Online Tutoring - Free online tutoring service staffed by trained online instructors who can tutor students in the general undergraduate subject areas of Mathematics (Algebra, Geometry, Trigonometry, and Calculus), Science (General and Organic Chemistry, Physics, Biology, Anatomy, Physiology), Business (Introduction to Accounting, Economics, Statistics, Finance), Spanish, and Writing. For more information contact the ARC.

Peer Academic Coaches/Mentors (PACs) - PACs mentor their fellow students to develop the executive functioning skills necessary for success in college, such as time management, note-taking, test prep, understanding your syllabus, talking to your professor, and goal setting. PACs may also connect students to other campus support services/resources. Students who are off-site and unable to travel to either campus should contact the ARC to access online workshops, videos and other resources. For more information, contact the ARC.

Accessibility Support Services

The Academic Resource Center (ARC) is home to Accessibility Services. Our office collaborates with the CUW communities to coordinate support services and programs for students with disabilities. The ARC assists students with obtaining and implementing reasonable accommodations in accordance with Section 504 of the Vocational Rehabilitation Act, the Americans with Disabilities Act (ADA) and the Americans with Disabilities Amendments Act (ADAAA). Any CUW enrolled student with a disability who requires accessible accommodations in order to obtain equal access to an education and university life and accessible educational environments, can visit our website to get registered and request accommodations: <https://www.cuw.edu/arc>. The ARC – Accessibility Services office is committed to students with disabilities and ensuring academic and campus life accessibility needs.

Once the student has been approved for accessibility services/accommodations, the Faculty member will receive a Faculty Notification letter. When alternative testing is an accommodation the letter will include a link to complete a testing agreement. This agreement will provide information on the testing format, proctoring instructions for the testing center as well as the typical timeframe for tests. It **must** be completed by the instructor for **all** tests, regardless of the test format or the student's accommodations.

Students are responsible for making requests to utilize their testing accommodations via our AIM system at least 3 days in advance of the test. Once the request has been approved, the instructor will receive an email with a link to upload the test to the secure system. All tests (and supportive materials) must be uploaded via the link or emailed to the testing center. **Tests may no longer be hand delivered.** Instructors are expected to provide a copy of a test to the testing center at least 48 hours in advance of the scheduled test. This allows the testing center enough time to prepare for students needing screen readers, word processing, etc.

For more information, please see the [Testing Center Accommodation Policy and Procedures](#) under Academic Resource Center Accessibility Services. If instructors prefer to proctor the tests on their own, they are welcome to do so as long as they provide the student with their approved accommodations.

ADJUNCT FACULTY RESPONSIBILITIES

Teaching assignments for part-time/adjunct faculty members are normally restricted to specified class periods. Contracts for adjunct members are negotiated on a semester or course basis. Although the responsibilities of these faculty members lie primarily in the instructional area, they are expected to become familiar with general school policies and reflect the philosophy of the university in their personal conduct. Responsibilities include preparing and posting the course syllabus on Blackboard, providing students with prompt, substantive feedback on their learning and progress, taking attendance and turning in grades on time, communicating any absence on your part, and communicating effectively with students and university personnel. Department chairs, program directors, and school deans recruit, supervise, and assist their adjuncts.

Additional information about current Blackboard responsibilities is provided in a document entitled "Faculty Responsibilities in Blackboard" on the Adjunct Instructor Resources channel on the faculty tab of the portal and here <https://celt.cuw.edu/cuwaa-blackboard-use-faculty/>

ATTENDANCE POLICIES and REPORTING

Class attendance is very important, not only to the instructor and the individual student, but also to the entire campus community. In face-to-face, virtual, and online learning environments, instructors must be accurate in recording attendance and must clearly delineate an attendance policy in their syllabus. Faculty can access up-to-date attendance lists through the attendance tracking system on the university portal. If the course is a face-to-face or videoconference course, faculty must record absences electronically at least once a week. Attendance information is used to identify students with potential academic problems and for financial aid purposes.

Attendance Definitions

Attendance is defined as seated time in the class (face-to-face courses), and/or time present for live video conferencing with the instructor (virtual courses).

Drop/Withdraw Definitions

Students may request to **drop** a class prior to any attendance, or an instructor may request to have a student dropped if they are a no-show/never attended.–

After starting to attend a class, a student may request to **withdraw** up to the withdraw deadline for the term, or an instructor may send a request to the Registrar's office to have a student withdrawn for excessive absence.

No-Show/Never Attend

Instructors must request a student be dropped from a course for never attending or failure to begin a course, based on the thresholds articulated below. A student is considered a no-show if he/she does not attend or participate in a course or laboratory in which they are registered and they have not contacted the instructor to indicate their intent.

- Students must be dropped when they have failed to begin or never attended a course within the first two (2) weeks for courses > 8 weeks in length.
- Students must be dropped when they have failed to begin or never attended a course within the first (1) week for courses that = or < 8 weeks in length.

Note: Instructors should never enter a final grade for a student if there is no documentation of attendance.

To drop a student, the instructor must follow the procedures below based on course delivery type and include the student's name, F00 number, course section CRN, and course title:

- Online and Extended Campus (Center) Courses:
 - a. Email the student to notify him/her of the drop for failure to begin
 - b. Email Allison Wolf in the Registrar's office (allison.wolf@cuw.edu) to request the student be dropped.

- Campus Based Courses (Mequon/Ann Arbor):
 - a. Email the student to notify him/her of the drop for failure to begin
 - b. Email the general Registrar's office address (registrar@cuw.edu) to request the student be dropped.

Unexcused/Excused Absences

For known attendance conflicts, students must contact their instructor in advance of the class session to notify him/her of the absence. In general, acceptable reasons for student absence from or failure to participate in class include:

- Participation as a representative of the University in a scheduled intercollegiate athletic event;
- Participation as a representative of the University in a scheduled professional/academic conference, academic competition or performance, or an experiential learning activity scheduled as part of a course;
- Participation as an officer of a University co-curricular organization in a scheduled conference for which participation is mandatory for the student (e.g., a required annual meeting for all presidents of a national student organization);
- Health-related absences for which valid documentation is presented;
- Accommodation-related absences for which documentation is provided through the Academic Resource Center;
- Death in the family;
- Military commitments;
- Other situations not specifically noted in this list, but approved by the Assistant Vice President of Academics and/or the dean of the school in which the student is enrolled.

Students may be required to submit documentation of absences to faculty members. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence.

Excessive Student Absence

Concordia University reserves the right to administratively withdraw a student from class for excessive, unexcused absences based on the thresholds articulated below. The chart below documents when a student meets excessive absences (defined as approximately 15% of the course).

| Course Duration | Course Delivery Type | Excessive absences |
|-----------------|--|--|
| 16 wks. | Face-to-face (Traditional) & Videoconference | 7 or more hours of class |
| | Online | No assignment submissions for 3 or more total weeks online |
| 12 wks. | Face-to-face (Extended Campus) | Three or more 4-hour class sessions |
| | Online | No assignment submissions for 3 or more total weeks online |
| 10 wks. | Face-to-face (Traditional) & Videoconference | 7 or more hours of class |
| | Face-to-face (Extended Campus) | Three or more 4-hour class sessions |
| | Online | No assignment submissions for 3 or more weeks online |
| 8 wks. | Face-to-face (Traditional) & Videoconference | 7 or more hours of class |
| | Face-to-face (Extended Campus) | Two or more 4-hour class sessions |
| | Online | No assignment submissions for 2 or more weeks online |
| 7 wks. | Face-to-face (Traditional) | 2 or more hours of class |
| 6 wks. | Face-to-face (Extended Campus) | Two or more 4-hour class sessions |
| | Videoconference | 3.5 hours of class |
| | Online | No assignment submissions for 2 or more weeks online |
| 4 wks. | Online | No assignment submissions for 1 or more weeks online |

| | | |
|--------|--|--------------------------|
| 3 wks. | Face-to-face (Traditional) & Videoconference | 7 or more hours of class |
|--------|--|--------------------------|

Prior to the university's withdrawal deadline for the term in which a course is scheduled, a student may request to withdraw, or an instructor may request to have a student administratively withdrawn for excessive absence. A student participating in a course past the withdrawal deadline is not eligible for a withdrawal and should be assessed a final grade.

Instructors who initiate a withdrawal will first reach out to the student to discuss the situation. Instructors should also consult with the student's advisor. In cases where there are serious concerns about the student's health or wellbeing, the instructor should use the Faculty Student Referral system on the university portal to notify the appropriate student support services.

To administratively withdraw a student from a course for unexcused, excessive absences, the instructor must follow the procedures below based on course delivery type and include the student's name, F00 number, CRN, and course title:

- Online and Extended Campus (Center) Courses:
 - a. Email the student to notify him/her of the administrative withdraw for excessive absence
 - b. Email Allison Wolf in the Registrar's office (allison.wolf@cuw.edu) to request the student be withdrawn. In the email, include the student's last date of assignment submission (online courses), or last date of attendance (center courses).
- Campus Based Courses (Mequon/Ann Arbor):
 - a. Email the student to notify him/her of the administrative withdraw for excessive absence
 - b. Email the general Registrar's office address (registrar@cuw.edu) to request the student be withdrawn. In the email, provide the student's last date of attendance.

When administratively withdrawn, the Registrar's office will indicate a "W" on the student's transcript. A withdraw is not a grade. ***Instructors should never enter a "W" as a grade for a course.***

Consequences of Excessive Absences

An administrative withdrawal due to excessive absences may impact a student's scholarships, athletic eligibility, federal financial aid, and his/her ability to live in Concordia University Residence Halls. Residence Life requires that students maintain full-time status to live in Residence Halls. The Cashier's Office will implement applicable provisions of the Refund Policy when a student is administratively withdrawn, and Financial Aid will take appropriate action under applicable policies related to student aid.

Experiential Learning Policy (A/F)

An experiential learning activity is a single, off-campus educational/instructional experience provided by CU faculty/staff to their students which normally involves travel for the group. The Experiential Learning Policy does not include internships, clinical experiences, fieldwork experiences, or practicums. Policy regarding participation in such experiences are determined by individual departments.

Experiential learning activities are an important component of the experiential learning advocated in the University's strategic plan for academics. University experiential learning expands student learning, knowledge and understanding of a subject and adds realism to the topic of study through active hands-on experience with the rich resources of the local community. Academic experiential learning activities are university-sponsored events and must conform to the following guidelines.

All required academic experiential learning must be clearly linked to the course objectives. Additionally, clear objectives for student learning during the experiential learning activity must be identified in the syllabus.

All required academic experiential learning must be clearly identified as such in the course syllabus at the beginning of the term, with detailed information about date, time, locations, means of transportation, and any fees for which the

student is responsible. If an unforeseen educational opportunity arises later in the term, as soon as possible the faculty member must discuss it with the class. In that case, such a trip cannot be required of all students.

Faculty should work to schedule the experiential learning activity during their regularly-scheduled class session or during a time that causes the least disruption to other courses whenever possible (e.g. weekends or late afternoon/evenings for traditional undergraduates, alternate weeks for blended courses).

In order to ensure that students with disabilities have equal access to experiential learning activities, Section 504 requires that universities provide accommodations. Faculty members must review student accommodations provided by the ARC and work closely with the student to ensure accommodations can be provided during the experiential learning activity.

Either the faculty member or some other responsible University official designated by the faculty member must accompany students to all academic experiential learning activities.

No later than three business days before the event, the faculty member must provide the Provost's Office (elizabeth.polzin@cuw.edu at CUW, erin.laverick@cuaa.edu at CUAA) with complete information about the experiential learning activity, including the student learning objective for the trip, the date of the trip, the duration of the trip, the location of the trip, and transportation plan for each academic experiential learning activity. The faculty member must also provide a roster of the names of all participating students, along with the F00 numbers of participating students.

Faculty members are encouraged to remind students that it is their responsibility to notify faculty of other courses at least three days ahead of time that students will be absent and/or miss required assignments.

Military Commitments

Students will not be penalized for class absences due to required military obligations. Students are responsible for notifying faculty members, academic advisors, and the Veteran Services Department of such circumstances as far in advance as possible. Students must also provide documentation to the school certifying official to verify the reason for the absence. The instructor is responsible for providing reasonable accommodations or opportunities to make up examinations or other course assignments that have an impact on the course grade. In all cases, the student is responsible for completing all course requirements or requesting a withdrawal without penalty. The school certifying official will provide any necessary documentation to instructors as requested.

Military obligations include, but are not limited to, reserve activation, call to active duty, drill weekends, and training for military specialty and promotion.

AUDIO/VISUAL SERVICES

The AV Services Department has a wide range of equipment installed in classrooms on the campus. After you have identified your classroom on your schedule Adjunct faculty who need audio/visual equipment that is not already installed in their classroom should go the AV Services channel on the Resources tab of CU portal to locate the online request form. **Notify AV Services through this form at least twenty-four hours in advance.** The equipment will be delivered for your use at the time requested.

CAMPUS SAFETY

Please report all incidents pertaining to campus safety to the Campus Safety Office at 262-243-4344. Their office is located in Rincker 023 at the Heidelberg entrance on the lower level. The phone number for campus safety is located on the back of your Falcon ID card. Be prepared to show representatives of Campus Safety your ID card when you interact with them on campus.

CHAPEL

All faculty are invited to attend Chapel, held every morning, Monday through Friday during the regular academic semester, 9:30 to 9:45 a.m. in the Chapel of Christ Triumphant. There is a faculty/staff coffee in the hall outside the Chapel (or other special locations as announced) immediately after Chapel each weekday. Chapel services are streamed online and can be accessed in the Chapel of Christ Triumphant channel on the Home tab.

CLASS CHANGES

No faculty member may change the time or place of a class meeting on his or her own. If a change is necessary, contact the appropriate dean's office.

CLASSROOM DECORUM

It is expected that the instructor and members of the class treat one another with respect. School policy prohibits eating, drinking, and/or smoking in the classrooms. Concordia is a smoke-free campus. **After each class, please return the classroom to its original condition.**

CONCORDIA E-MAIL

Instructors are expected to check their Concordia e-mail frequently. This is the method the university uses to communicate with you about important information throughout your teaching assignment. Use the CU e-mail, rather than a private e-mail or another organization's e-mail, in any e-mail communications with students.

COUNSELING SERVICES for STUDENTS

CUW provides free personal counseling services for students in the Counseling Center, AL 111. Please have students contact the Counseling Center at (262-243-4211). <https://www.cuw.edu/academics/services/health-wellness/counseling-center/index.html>

COVID-19 POLICIES FOR IN-PERSON INSTRUCTION

Concordia University no longer requires masks or social distancing. This is the recommended policy language for syllabi:

Please follow Concordia University policy related to keeping our community safe with respect to the COVID-19 pandemic. The policy may change during the semester due to health department requirements, CDC guidelines, and local vaccination and infection rates. Watch your Concordia email for updates, or go here: <https://www.cuw.edu/landingpages/uncommon-return/index.html> or here: <https://www.cuaa.edu/landingpages/uncommon-return/index.html> for the most updated information.

FACULTY ABSENCE

Important Note: If you are absent, you should also use the learning management system (Blackboard Learn) to post an announcement and to send an email to your class.

If you know in advance that you will have to miss a class period or if you are ill, please notify your hiring Department Chair by e-mail and the administrative assistant in your department, program, or school by phone or e-mail (if you have been given his/her name):

Arts and Sciences, School of (262-243-4470)
Batterman Business, School of (262-243-4250)

| | |
|--|----------------|
| Education, School of | (262-243-4342) |
| Graduate Education Programs | (262-243-2708) |
| Music Department | (262-243-4405) |
| Natural Science Department | (262-243-4317) |
| Nursing (Undergraduate) | (262-243-4374) |
| Occupational Therapy Department | (262-243-4429) |
| Pharmacy, School of | (262-243-2770) |
| Pharmacy Practice Department | (262-243-2767) |
| Pharmacy and Admin Sciences Department | (262-243-2759) |
| Physical Therapy Department | (262-243-4433) |
| Physical Science Department | (262-243-2655) |
| Physician Assistant Studies Program | (262-243-4437) |
| Social Work Department | (262-243-4436) |
| Speech-Language Pathology Department | (262-243-2134) |

Administrative Assistants generally work from 8 am to 4:30 p.m. In the event that you are unable to reach an administrative assistant, please call the switchboard (262-243-5700). Make every effort to talk to a live person. The administrative assistant will determine if signs will be posted on the classroom door and will notify the Provost's Office and Registrar's Office of your absence.

FACULTY TEACHING CONTRACTS

We no longer use paper or PDF teaching agreements for you to sign. Teaching assignments will be *acknowledged* using Banner Self-Service on the Employee tab of the portal. See the video and explanation in the Adjunct Faculty Resources channel about "FLAC Faculty Acknowledgement." Contact your Dean/Program Director/Chair for more information.

FACULTY EVALUATION

It is our custom for the dean or the department chair to visit one or more classes of all new teachers during the semester to see how things are going and to be of any possible help. The dean or chair will discuss the visits with you and give you a written evaluation. More information about the format we use for observations is here <http://celt.cuw.edu/teaching-observation-process-and-form/>

In addition, near the end of the semester students will have the chance to evaluate every class through the Student Course Experience Survey, which previously was called CourseEval. You and your students will be notified via email when the window opens for students to go online and provide feedback about your course. Please encourage them to do so! Your support of this process is important. We use these evaluations as one means to continue to develop and improve our curriculum and teaching skills. Your dean or department chair will go over the evaluations with you. Your electronic access to see your student feedback is located on the Faculty tab of the CU portal in the Student Course Experience Survey Faculty Login channel.

FACULTY ID CARDS

The Library issues the Falcon One identification card that allows you to check books out of the university library and will admit you and your spouse or friend free or at a reduced cost to many Concordia co-curricular events. You may also put money on the card for use in the Dining Hall, Falcon's Nest, The Landing, bookstore, or BBC Café (located in the library). Falcon One cards may be obtained in the library office. Carry this ID card with you at all times you are on campus.

FACULTY MEETINGS

Adjunct and part-time faculty are invited to attend all plenary faculty and department meetings, but do not have voting privileges. Department chairs will inform you of any pertinent meetings.

FINAL EXAMINATIONS

At the end of a traditional semester five days are set aside for final examinations. Final examinations or their equivalent (e.g. final speech, prepared scene, etc.) are required to be given in all courses unless other arrangements have been approved by the Provost.

Each school may permit exemptions to final exams for courses housed within their school. The Registrar develops a final exam schedule that is communicated to all faculty. Faculty members may change the date, time or location of their final exam only under the following circumstances:

- Written justification of proposed change is provided to dean and registrar; both must provide written approval of the change
- New date, time and/or location are clearly stated on the syllabus

GRADING

The instructor should explain to students clearly and in writing on the syllabus the basis for all grading practices. A's should be reserved for excellent work, B's for good work, C's for fair work, D's for below average work, and F's for failing work. University policy requires that you use the Blackboard gradebook to post student grades on all assignments (tests, quizzes, papers, projects etc.) so that students can keep track of their progress.

For courses that meet in a traditional academic term, the instructor must keep the LMS gradebook updated so that students and academic advisors and others may access mid-semester grades. The instructor should also directly notify students who are doing poorly (a grade of D+ or lower at mid-semester).

At the end of each academic term, instructors will submit their final grades through Banner Web. Grades are due by the following dates:

Traditional undergraduate students and full-time graduate/professional students:

- Fall semester: Tuesday at midnight following last day of the final exam period
- Winterim: Tuesday at midnight following the last day of the class
- Spring semester: Tuesday at midnight following last day of the final exam period
- Summer: Tuesday at midnight following the last day of the class

Instructors and program directors are responsible for ensuring that all final grades are turned in on time.

Faculty members may grant **incompletes** to students when the student is experiencing extenuating circumstances (e.g. serious accident or illness, death or serious illness of close relative). Faculty who chose to grant an incomplete must:

- Enter an "I" grade in Banner for that student by the regular end-of-term deadline for grade entry
- Enter the "default grade" for that student in Banner (the grade the student will earn if the coursework is not completed)

Students will normally have 3 weeks after the last day of the term to finish coursework; a longer timeframe may be justified in some cases. Faculty must develop a plan for course completion with the student; this is particularly important when the deadline extends beyond 3 weeks. Faculty members must communicate clearly with the student with respect to course requirements, deadlines and the consequences of failing to finish the coursework.

Faculty members must request a grade change from the registrar once the work has been completed and graded. If no grade change request is made by the stated deadline, the "I" grade will be automatically changed to the default grade.

Academic programs may elect to implement more specific criteria for assignment of "I" grades. Programs may require consultation with and/or approval from the program director or other relevant university staff members (e.g. a student life officer). Such criteria will be clearly outlined in program handbooks.

This policy will not apply to experiential learning courses that extend beyond the typical academic terms (student teaching, practicum courses, fieldwork courses, etc.); faculty members and departments who teach

these courses are responsible for communicating proactively with the registrar's office concerning expected completion dates. In such cases, the incomplete will remain until the practicum/internship, thesis, or paper is completed or the instructor determines that progress has ceased. Specific incomplete policies must be incorporated in practicum/internship, thesis or graduate capstone handbooks.

GRADE CHANGES

Once a course grade has been made available to the student, a change of that grade by the course instructor will be permitted on the following schedule:

- For a course taught in the traditional semester format – (fall or spring semester) – the grade change is to occur before the end of the three calendar weeks into the following fall or spring semester.
- For a course **not** taught in the traditional semester format – the change is to occur within six calendar weeks. The policy does not apply to grades of Incomplete.

GRIEVANCES

There are times when disputes arise between individuals. In general, the university promotes the settling of grievances based on Matthew 18, which urges you to make peace with the other person directly and sooner rather than later. If administration needs to be involved, work first with the person who hired you—your department chair. Your next contact would be with the dean of your school. After that, you may contact Dr. Leah Dvorak, Interim Provost, with your concern. She can be reached at 262-243-4522 or via email at leah.dvorak@cuw.edu

HIRING

Hiring is ordinarily done one semester at a time. Please let your department chair or dean know if you are interested in returning for another semester. Part-time faculty are usually the first people invited to return to adjunct openings. Please keep a current vita on file in the Provost's Office. Adjunct instructor agreements are initiated at the department/school level.

INTERNATIONAL STUDENTS

Concordia is blessed with many international students from various parts of the world. The university requires students to have or gain English proficiency prior to or during enrollment. Therefore, international students should be held to the same academic standards as other students. Faculty should be aware of such tactics as negotiation of assignments and grades, and extra credit requests. Proper sourcing and citation are not universally understood and should be explained thoroughly to students. Students who struggle should be encouraged to go to the learning center for writing help. Above all, faculty should maintain the highest of standards and **consistent policies for all students**

Tips to assist international students:

- If you are having a problem in translation with the student please contact the International Office to assist you. (262-243-4455)
- Encourage group activities, but individual assignments.
- Thoroughly explain grading and plagiarism policies, and don't assume they are universally understood.
- Make all students aware of tutoring help available in the Learning Resource Center (262-243-2623).

LEARNING MANAGEMENT SYSTEM (LMS)

Faculty are no longer asked to submit midterm/mid-semester grades in the Faculty Grading area. Instead, advisors and others will access information about student grades directly from the Blackboard gradebook. This means all faculty must use the Grade Center correctly so that students promptly see their percentage, score, or letter

grade on every assignment and can see their overall percentage or letter grade for the course. **This column must be marked as the External Grade.** Here is a link to instructions: <http://celt.cuw.edu/wp-content/uploads/Grade-Center-Overview-and-Setting-Up.pdf>.

As always, the course syllabus must be posted in Blackboard, and assignments submitted through Blackboard; this is now a university requirement. The CELT has numerous resources to assist faculty in developing assignment submission tools (“drop-boxes”) in Blackboard. Whenever possible, course materials should be provided through Blackboard. This allows all students to access them easily, and saves on copying costs. Please open your Blackboard site to students the Friday before the term begins (Friday, August 26 for traditional semester classes).

For assistance using Blackboard contact the IT HELP Desk at 262 243 HELP (4357). Information for instructors who create their own Blackboard courses is located here: <http://celt.cuw.edu/blackboard-learn-general-information-for-cuw-faculty/blackboard-learn-for-instructors/>

See also “Faculty Responsibilities in Blackboard” in the Adjunct Instructor Resources channel on the faculty tab of the portal.

LIBRARY

The library (Rincker Memorial Library) is a central resource for teaching and learning materials at CUW. Physical materials like books, dvds, or textbooks for your courses may be placed on reserve for students to checkout for various amounts of time, depending upon your need. Electronic resources like ebooks and journal articles can be linked into course content in Blackboard. Librarians are available to assist you with finding and linking these materials. Librarians can also visit your course for a synchronous instruction session to teach your students about using library resources or finding credible information. Link webpages from the online [Research Guides](#) into Blackboard to help students navigate library resources.

Faculty may check out physical materials using their Falcon One card. To access electronic databases from off-campus, use your portal/blackboard login. See the "Information for Faculty" box on the dedicated Library tab on CUW's portal for more information: www.my.cuw.edu. The library phone is 262-243-4330. You can also submit questions via the [Ask a Librarian](#) online form.

PARKING

There is no reserved parking on Concordia's Mequon campus with the exception of handicap and guest parking. Faculty are issued a blue parking sticker and will be required to park in the campus parking lots which are designated as blue lots with a blue indicator at the entrance of each lot. The issued parking sticker must be placed in the back window of your vehicle on the driver's side. You can register your vehicle with Campus Safety on the Concordia Parking channel on the Campus Life tab of the portal. Parking is free.

PAYROLL

CUW pays its employees only through direct deposit on the fifteenth and the last working day of each month. Your deposit information is available in the Employment Details channel on the *Employee* tab of the portal: www.my.cuw.edu

PERSONNEL INFORMATION

All instructors are required to have a current resume, official transcripts, and Concordia University application on file in the Provost's Office (Luther 128)

PHOTOCOPYING

Due to the greater use of Blackboard Learn, the distribution of paper copies is discouraged. Please post all documents you might normally pass out in the class in your Blackboard course site prior to that class session.

Each department or program has its own code for photocopying, which can be used for small jobs (generally, thirty or fewer copies) on an on-campus copier. See your department chair for the copy code number.

However, not every copier is programmed to receive all codes, so check with your department chair regarding which copier(s) to use. For larger numbers of copies, work with your School's administrative assistant in submitting an electronic order to Duplicating Services Printshop, available via the Resources tab on the CUW portal. Your department chair and/or administrative assistant will create a plan for you to receive your copies, which may involve an on-campus mailbox. Please plan your copying several days in advance to ensure that our process will deliver your materials in time. You are encouraged to post handouts and assignments on Blackboard when possible to save on copy costs.

STUDENT SUPPORT SYSTEMS

Review the Faculty Student Referral channel on the Faculty tab of the portal for more information about how to refer students for additional academic or behavioral concerns. The Good Samaritan Team Referral information and the Falcon Academic Support Team (FAST) referral information are on the Student Referral channel.

SYLLABUS

Administrative assistants in each school and department have access to the electronic storage location for approved syllabi for your course. If you would like a copy of the syllabus for your course to help you in your planning and the development of the syllabus you will provide to students, ask the administrative assistant for it. The syllabus follows a template created by the plenary faculty that can be accessed on the faculty tab of the CUW Portal. The link to the current syllabus template and instructions is posted on the *Adjunct Instructor Resources* channel on the faculty tab of the CU portal.

University policy requires that you post your syllabus on your course Blackboard site and open your course to students so they can view it by the Friday before classes start.

TEACHING SUPPORT

CUW's Center for Excellence in Learning and Teaching (CELT) provides seminars, small-group instruction, individual coaching, book groups, and numerous resources to support faculty to improve their teaching and student evaluation skills. Adjunct faculty are welcome and encouraged to participate in CELT events. The CELT phone number is 262-243-2358 (CELT). Current programs and links to Blackboard support materials can be located on their website www.cuw.edu/celt

TEXTBOOKS

You may request a desk or instructor's copy of your text through the administrative assistant in your department or program. Undergraduate course texts are most often chosen by the discipline's department. If you have concerns or questions about the text, please contact the department chair. Graduate program chairs most often choose texts for their graduate classes. Please work in consultation with your program chair. Do not contact the bookstore directly.

WEATHER OR OTHER EMERGENCY POLICY

In case of hazardous weather, road conditions, or other emergencies, the Provost will contact the local media and the CUW information line at **262.243.2222** that ~~the~~ **daytime in-person classes** will be canceled. Concordia does not follow any local school district. You may call the CUW information line at **262.243.2222** to

find out if in-person **evening classes** will be in session. The Vice President of Student Life will determine the status of special **co-curricular events** and will advise the media and switchboard of that status. All faculty, students, and employees should exercise their judgment regarding road conditions, even when the school is open. There is also a School Closings channel about cancellations on the CU portal home page. In case of bad weather, instructors are encouraged to hold classes at the regular day and time via videoconference whenever possible; please include this on the syllabus and be sure to communicate directly and proactively with students if this is your plan.

In case of hazardous weather, dangerous road conditions, or other emergencies, the Provost will determine whether CUW classes are to be held or moved to a virtual format (e.g. Zoom or Collaborate); the CUAA Vice President of Administration will make the decision for Ann Arbor. Normally, a decision is made before 6:00 am for day **time** classes, and before 2:00 pm for evening classes (classes that begin after 4:00 pm). Information will be made available on the information phone line, on the CUWAA portal, and on local media. Students involved in clinical experiences in the community (off-campus) are governed by those entities and attendance policies, and should speak with those supervisors regarding their presence at such experiences. Faculty members must clearly communicate with students regarding inclement weather plans for their classes. The status of co-curricular events will be determined by Student Life who will advise the media and switchboard of that status.

The information number for the Mequon campus is **262-243-2222**

If classes are taking place in person, but you believe that it is unsafe for you to come to campus or a center due to weather, you may cancel on a class-by-class basis. **You must inform your students and the Provost Office of a cancellation**; you can find your class rosters on Blackboard or the Portal and email directly from those sources. If you teach at a Concordia Center, please inform the Center Director.

WEB RESOURCES FOR FACULTY

Much of the information that you will need for your work at CUW can be found on the CUW portal at my.cuw.edu. The same user name and password that you use for your CUW email account allow you to access this site. The portal contain employee information (payroll), the current course management system (Blackboard Learn), CUW email, general campus information, library, etc. **Please review the *Adjunct Instructor Resources*** channel on the faculty tab of the portal for numerous links of interest.

ZOOM

The AudioVisual channel on the Faculty tab of the portal provides various links and information about Zoom, which is our preferred videoconference platform. It is important that you connect your computer to the Concordia Zoom account (the CUWAA Zoom account). Prepare your CUWAA account Zoom link and post it on the Content page of your Blackboard course. [Connect your Zoom app to the CUWAA Zoom account](#) and [post your Personal Meeting ID link on the Content page](#) or [communicate with students about your Zoom link](#) in case of an emergency campus closure (i.e. snow day). These sources suggest that for full-time faculty and staff, your Zoom Personal Meeting ID should be your campus phone number, but any number is fine.

IMPORTANT CUW CONTACTS

(If off campus, add 262-243-XXXX)

| | | |
|---|----------------------|------|
| Interim Provost | Dr. Leah Dvorak | 4522 |
| Vice Provost of Student Enrollment & Engagement | Dr. Michael Uden | 2612 |
| Assistant Vice-President for Student Success | Dr. Elizabeth Polzin | 4210 |

| | | |
|--|--------------|------|
| Administrative Assistant – Provost's Office (FT) | Laurie Doty | 4361 |
| Administrative Assistant – Provost's Office (PT) | Amy Labiszak | 2032 |

Key CUW Offices – Main Numbers

| | | |
|---|--|-------------|
| Academic Resource Center | | 2623 |
| Audio/Visual Services | | 4370 |
| Bookstore | | 4349 |
| Campus Safety | | 4344 |
| Center for Excellence in Learning and Teaching (CELT) | | 2358 (CELT) |
| Human Resources | | 4529 |
| Information Technology HELP Desk | | 4357 (HELP) |
| Library | | 4330 |
| Mail Center | | 2606 |
| Print Center | | 4356 |
| Registrar's Office | | 4345 |