

2025

Employee Handbook



1864

CONCORDIA
UNIVERSITY
CHICAGO

Concordia University Chicago
Effective 5/14/2025

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Employee Acknowledgment

I hereby acknowledge that I have received a copy of the Concordia University Chicago Employee Handbook (the “Handbook”), consisting of the General Employment, Staff and Faculty Sections.

I understand that it is my responsibility to read the relevant Handbook provisions and adhere to the policies and procedures described within those sections or provisions relating to my own employment status. I understand that the new Handbook replaces all prior employee and faculty handbooks, policies, and procedures of Concordia University Chicago (the “University”). The General Employment Section of the Handbook applies to all employees of the University. The Staff Section applies to those employees who are classified as staff. The Faculty Section applies to all employees granted faculty status.

I have read and understand the University’s anti-discrimination, anti-harassment, and anti-retaliation policies, agree to comply with these policies, and understand the mechanisms in place for reporting incidents of discrimination, harassment, or retaliation. I understand that the University does not tolerate discrimination, harassment, or retaliation of any kind. I understand that if I am found responsible for violating these or other policies, I may be subject to discipline up to and including termination of employment.

I have read and agree to abide by all of the other policies in this Handbook, including but not limited to the University’s drug and alcohol policies, policies regarding confidentiality and the protection of University and student information, and policy regarding mandatory reporting of child abuse.

I understand that the University reserves the right to change, modify, revoke, suspend, or terminate any of its policies or procedures, including the Handbook provisions, at any time. Any such changes will be communicated to employees. Occasions may arise when it is not practical, possible or in the best interest of the University to apply these general policy guidelines and procedures. In such circumstances, the University reserves the right to modify policies and procedures, at its sole discretion, as it deems necessary and appropriate.

I understand that this Handbook and the language used in the Handbook are not intended to constitute or create a contract between the University and any of its employees. Nothing in the Handbook in itself creates any right to continuing employment or places any restrictions on the ability of the University to terminate my employment.

If I have any questions concerning the information, application or interpretation of the policies or procedures in this Handbook, I will bring them to the attention of the Office of Human Resources.

By entering my information below, I hereby agree to the acknowledgement above.

Employee Name (Printed)

Employee Signature

Date

Faculty ☐ Staff ☐

H-Number

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1 GENERAL EMPLOYMENT SECTION

1.1 GOVERNANCE AND VALUES

1.1.1 INTRODUCTION TO THE HANDBOOK

This Handbook consists of three sections - General Employment, Staff, and Faculty - and outlines the basic policies and procedures applicable to the employees of Concordia University Chicago (the University). Most policies and procedures apply to all employees, but there are some that are applicable specifically to staff and additional policies and procedures specific to faculty members.

This handbook does not contain every University policy or procedure. Rather, it compiles certain policies and procedures that are of particular importance to University employees. The information contained in this Handbook is presented as a matter of general information only. This Handbook is not a contract, and its contents should not be interpreted as a contract between the University and any of its employees. The University reserves the right to change, modify, revoke, suspend, or terminate any policies or portion of this Handbook at any time, as it deems appropriate, in its sole discretion.

University employees are required to read, understand, and comply with all provisions of this Handbook, as they may be amended from time to time. Employees are also required to comply with the law at all times. All employees must sign and submit the Handbook acknowledgment form to the Office of Human Resources, Addison Hall, Room 128. If there are any questions about this Handbook or about other University policies or procedures, please contact the Office of Human Resources at 708-209-3512 or Human.Resources@CUChicago.edu.

1.1.2 UNIVERSITY MISSION, VISION, AND CORE VALUES

1.1.2.1 MISSION

Steadfast in Jesus Christ as revealed in the Holy Scriptures, Concordia University Chicago promotes academic rigor in its liberal arts and professional programs; grounds students in objective truth, integrity, and excellence; and practices faithfulness to the Confessional teachings of the Lutheran Church – Missouri Synod, as it forms students for vocations in church, family, and the world.

1.1.2.2 VISION

Concordia University Chicago is a Christ-centered Lutheran university where truth, freedom, and vocation form students for lives of influence and service for the common good.

1.1.2.3 CORE VALUES

As a Christian university of The Lutheran Church–Missouri Synod, we, at Concordia University Chicago, value:

Christian Faith – The Christian faith is an integral part of our community.

The Individual – As a member of God’s creation, each person is unique and is blessed with inherent worth.

Excellence – We strive for excellence in who we are and what we do.

Integrity – Our community demonstrates the accord between our beliefs and practices.

Service – Recognizing and addressing the needs of others is a response to God’s love for us, and a reflection of God’s love for them.

1.1.3 STANDARDS AND ETHICS

The following guidelines describe additional University expectations of all employees:

The University sets a high value on the personal integrity of its employees. All activities of and decisions made by University employees should be free from conflict of interest, which may be defined as any situation in which private outside interests are in conflict with the best interests of the University. For further information, see the Conflict of Interest Policy in this Handbook.

Concordia University Chicago is an institution of The Lutheran Church—Missouri Synod (LCMS), and accordingly all employees are expected to respect Holy Scripture, the Lutheran Confessions (*especially the Ecumenical Creeds and the Small Catechism*), and the official doctrines of the LCMS (collectively, Christian standards) in performing their duties. Employees are the public face of the University to students, to co-workers, and to the community at large. The University’s Christian witness to the community and its public confession are defined, in part, by the conduct of its personnel. Accordingly, employees should refrain from engaging in activities contrary to Christian standards (a) in the course of their employment duties, (b) in any situation that would reasonably be expected to imply endorsement of such activities by the University (e.g., without limitation, use of official titles or letterhead), or (c) that would bring public discredit upon the University. Reasonable judgment should be used, recognizing that the public may apply different levels of scrutiny depending upon the nature and responsibilities of the employee’s position at the University.

The University, as an institution of LCMS, is generally exempt from the provisions of the Civil Rights Act of 1964 which forbids discrimination in employment based on religion; therefore, the University retains the right to give preference in the hiring of persons who are Christian, and/or members in good standing of LCMS congregations. Beyond this religious exemption, it is the University’s employment practice under the Civil Rights Act of 1964, not to discriminate in hiring, training, compensating, promoting, or terminating employees because of an individual’s race, color, national origin, or sex (except where ordained ministers of religion are required or with respect to the Office of the President).

Each department shall be proactive in ensuring that all employees are afforded equal opportunity and treatment in related matters.

Furthermore, the University expects each employee to maintain the highest ethical standards in all associations and activities involving students, staff, faculty, and the community at large. It is vital that each employee work in a manner that will reflect well, not only on the employee and his/her department, but also on the University as a whole.

In addition, Concordia University Chicago is committed to its liberal arts tradition. Such a tradition values the free and open expression of ideas and opinions, not only in the classroom, but among employees as well. Employees, therefore, are encouraged to express their ideas through the normal communication channels as established by University policy and, when appropriate, to participate in the administration of the University. The University encourages employees to communicate through appropriate channels their opinions, suggestions, ideas, and grievances in a spirit of cooperation, trust, and openness.

The University is subject to the Academic Freedom Policy of the Concordia University System; all employees who serve in a teaching capacity are expected to familiarize themselves with that policy, which is found in the Faculty Section at 3.17.

1.1.4 STATEMENT OF BELIEFS

As declared in the University's mission statement, Concordia University Chicago practices faithfulness to the Confessional teachings of the Lutheran Church – Missouri Synod (LCMS). Among the many teachings, the following statements of belief address current issues that can be sources of controversy within higher education, and may therefore need clarification as they pertain to our activity as a Christ-centered Lutheran university.

Creation

CUC upholds that God created the world out of nothing (Heb 11:3). He created the world in six days as it is proclaimed in God's Word, "And there was evening and there was morning, the first day" (Gen 1:5). God created by His spoken Word. This Word is understood to be the personal Word of God (Jn 1:1, 14). The doctrine of creation is related especially to the subject of Christology (the person and work of Christ), since the second person of the Trinity is not only the Agent of God's creation and preservation of the world (Jn 1:3; Col 1:15-17), but is also its Redeemer (Col 1:19-23). That is to say, because of the Gospel, the doctrine of creation provides comfort and strength for our faith. Through God's creating, He is not simply the first cause in a chain of causes but is the absolute Giver and His creation is the absolute receiver. The sequence of creation cannot be understood as a self-development of the creature, for in the various stages of the order recorded in Scripture, everything depends on the Word of God. All things were created through the Word and in Him all things hold together (Col 1:15-17). After creating the world, God is not detached nor removed from His creation, but brings forth the new out of the existent things and preserves all things in heaven and on earth (Neh 9:6; Ps 104:29-30; Matt 5:45). The will of God to create and sustain is a divine working whereby God asserts His goodness to give life and hope through His fatherly goodness and mercy.

Marriage and Sexuality

We believe that God wonderfully and immutably creates each person as male or female. These two distinct, complementary genders together reflect the image and nature of God (Gen. 1:26-27). We believe that the term *marriage* has only one meaning: the uniting of one man and one woman in a single, exclusive union, as created by God and defined in Scripture (Gen. 2:18-25; Matt. 19:4-6). We believe that God designed sexual intimacy to occur only between a man and a woman who are married to each other and has commanded that no intimate sexual activity be

engaged in outside of His marriage estate (Matt. 15:18-20; 1 Cor. 6:9-10, 18; 7:2-5; Heb. 13:4). We believe all sins against God's marriage estate are to be called to repentance so that the sinner may be separated from the sin, rejoice in God's forgiveness, and delight in God's holy designs for human sexuality (Matt. 4:17; Rom. 13:13; 1 Cor. 6:9-11, 18; Eph. 5:5, 11).

Sanctity of Life

CUC upholds the sanctity of life for the unborn and all living. Human life is not an achievement. It is an endowment. It has measureless value, because every individual, at every stage of development and every state of consciousness, is known and loved by God (Ps 139:16; Job 31:15; Jer 1:5). This is the source of human dignity and the basis for human equality. Human life is God's gift (Isa 46: 3-4). Christians are to engage in the various occupations and vocations that constitute and support human communities and meet human needs. Caring for the unborn and all living through the various stages of life is a critical contribution to the welfare of society. Jesus instructs us to help people in their various needs (See Matt 25:31-46). Therefore, we believe that we have an obligation in our vocations as Christians to assist, protect, and give voice to the weak, the sick, the aged, the young, the unborn, and all who need defending (Gal 6:2, 10; Phil 2:1-4).

Racism

CUC upholds that racism and all its manifestations are sin. All people are equally created by God and descendants of Adam and Eve through the line of Noah, and all are equally accountable to God (Rom 3:10; 3:23). The Lord creates and sustains His creation equally and so we give honor to the Father "from whom every family in heaven and on earth is named" (Eph 3:15). The Son by his incarnation and sacrificial death gave value and dignity to every human being and calls on the Spirit to bring about true repentance, renewal of life, and genuine unity among all. The Holy Scriptures remind us that heaven will consist "of all nations, tribes, peoples, and tongues, standing before the throne and before the Lamb, clothed with white robes, with palm branches in their hands..." (Rev 7:9). CUC encourages work toward racial reconciliation and equality within our community and society at large. We pray that those who advocate racist ideologies and those who are deceived by them be brought to repentance, and that justice and healing come to those who have been wounded.

Immigration

CUC upholds that God calls us to care for the needy with a love that knows no worldly or national boundaries. The Scriptures teach that mercy is to extend outward in defense of those in need, particularly those who are vulnerable (Deut 15:11; Isa 1:17; Jas 1:27). The Old Testament and New Testament teach us to be mindful of the needs of our neighbors. Neighbors are defined as those who are around us, regardless of economic status or national identity. Immigrants are, quite simply, neighbors. As neighbors, immigrants fall under the Law of God, which calls us to love our neighbor as ourselves (Matt 22:39; Mk 12:31) and to care for all (Rom 13:10; Gal 5:14; Jas 2:8). The Scriptures provide a biblical consensus that we are to provide for immigrants, aliens, and strangers (Lev 19:9-10; 19:33-34; cf. Lev 19:18). It is a part of Christian vocation to give aid to immigrants regardless of their legal status, and we do so while mindful of the laws that govern us and our God-given duty to submit to those laws.

We believe that every person must be afforded compassion, love, kindness, respect, and dignity, as defined by Christ Jesus (Mk 12:28-31; Lk 6:31), and that the call to repentance is carried out as confession of that love and compassion. Hateful and harassing behavior or attitudes directed toward any individual are to be repudiated and are not in accord with Scripture, the doctrines of the LCMS, or University policy.

We believe that to preserve the function and integrity of the University, and to provide a biblical role model to the University's students, we as employees of the University must reflect these beliefs in our public lives. (Matt. 5:16; Phil. 2:14-16; 1 Thess. 5:22).

1.1.5 UNIVERSITY GOVERNANCE

The University is governed by a Board of Regents, some of whom are elected at triennial conventions of the LCMS and of the Northern Illinois District of the LCMS and some of whom are appointed by the Board and the Praesidium. The President, as the executive officer of the Board, carries out the policies and directives of the Board of Regents. He serves as the spiritual, academic, and administrative head of the institution. The President, in turn, delegates responsibilities for the various areas of activity to administrative officers.

1.1.6 HISTORY

The University was founded in Addison, Illinois, in 1864 on six acres (soon to become 20 acres) as the *Evangelical Lutheran Teachers Seminary*. Within two years it was a five year program preparing male teachers for congregations of The Lutheran Church—Missouri Synod.

In 1913 the campus was relocated to its current 40-acre site in River Forest, Illinois, renamed as *Concordia Teachers College*. On this site, it grew in enrollment and facilities, but the focus remained on the preparation of male teachers for the church. In 1939, the first female students were admitted. In 1957, the graduate program was introduced, initially only offered on the campus.

In the late 1960s, the University began accepting a limited number of liberal arts students. As the limit for liberal arts students was increased, the University's name was changed to *Concordia College* in 1979 to reflect this change. To better accommodate curriculum development and expansion, the structure of the faculty was completely changed, together with the adoption of the name *Concordia University*, in 1990. Because of a massive expansion of the offerings and locations of the graduate programs and the necessity to uniquely identify this Concordia, in 2006 the University began doing business as *Concordia University Chicago*, while retaining its registered corporate name of *Concordia University*¹.

1.2 COMPLIANCE

¹ For a more complete history of the first 100 years of the University see Alfred J. Freitag, *College with a Cause: A History of Concordia Teachers College* (River Forest: Concordia Teachers College, 1964). For the period from 1964 through 1989, see Paul G. Bunjes and Merle L. Radke, *Changeless Change: 125 Years 1864-1989* (River Forest, Concordia College, 1989). For the first 150 years, see *Concordia University Chicago Faithfully Onward, Ever Upward*, 2014. These publications are available in the Klinck Memorial Library, located on the River Forest campus.

1.2.1 ANTI-DISCRIMINATION AND ANTI-HARASSMENT POLICY

Consistent with the Illinois Human Rights Act, the University does not discriminate, or tolerate discrimination, against any member of its community on the basis of race, color, religion, sex, national origin, ancestry, age, order of protection status, marital status, physical or mental disability, military status, sexual orientation, pregnancy, or unfavorable discharge from military service in matters of admissions, employment, or in any aspect of the educational programs or activities it offers, subject to the University's First Amendment rights as a church-affiliated institution.

The University is an institution of the Lutheran Church—Missouri Synod and, to the extent allowed by law, reserves the right to give preference in employment based on religion. Accordingly, as a nonprofit faith-based employer, the University reserves the right to explore and take into consideration the public expression of religious values, faith, and convictions, as well as the personal conduct of applicants and employees in order to employ only those individuals who support, advance, and live in a manner consistent with its mission and values.

Harassment, whether verbal, physical or visual, that is based on any protected characteristic(s), is a form of discrimination. This includes harassing conduct affecting tangible work or educational benefits, interfering unreasonably with an individual's job or academic performance, or creating what a reasonable person would perceive is an intimidating, hostile or offensive work or learning environment.

Examples of discrimination and harassment may include (but are not limited to):

- refusing to offer educational opportunities to someone because of the person's protected status;
- making a grading decision because of the person's protected status;
- jokes or epithets about another person's protected status;
- teasing or practical jokes directed at a person based on his or her protected status;
- the display or circulation of written materials or pictures that degrade a person or group based upon a protected characteristic; and
- verbal abuse or insults about, directed at, or made in the presence of an individual or group of individuals in a protected group.

Additional information regarding the University's prohibitions against sex discrimination (including sexual harassment, sexual assault, and sexual violence) and disability discrimination are set forth below.

It is the policy of the University to provide a work and educational environment free of all forms of sex discrimination, including but not limited to unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct or communications constituting sexual harassment, as defined in this policy and as otherwise prohibited by state and federal statutes. Prohibited conduct includes all forms of sex discrimination and sexual harassment, as well as sexual assault, sexual violence, domestic violence, dating violence, and stalking (*see also* 1.2.3 Sex Discrimination Policy).

This prohibition against discrimination on the basis of sex applies to all students, faculty, staff, other members of the University community, contractors, consultants, and vendors doing business with or providing services to the University.

1.2.2 NO RETALIATION

No individual who makes a complaint alleging a violation of this policy or who participates in the investigation of such a complaint shall be subject to retaliation as a result of such activity. This protection shall extend to a bystander(s) who intervened to stop or attempt to stop a violation of this policy.

Retaliation may take many forms, and may include intimidating, threatening, coercing, or in any way discriminating against an individual because of the individual's complaint or participation in an investigation. Action is generally deemed retaliatory if it would deter a reasonable person in the same circumstances from opposing practices prohibited by this policy. The University will take immediate and responsive action to any report of retaliation and, if determined to have occurred, shall be grounds for disciplinary action, up to and including dismissal for students and termination of employment for faculty and staff.

1.2.3 SEX DISCRIMINATION

The University is committed to providing an educational and work environment free from all forms of sex discrimination. The University fully complies with Title IX of the Education Amendments of 1972. Violation of Title IX is a violation of University policy. Any incident of discrimination, including sexual harassment, sexual assault, dating violence, or sexual violence, is strictly prohibited. The University's Title IX policy, as amended from time to time, is found at [Title IX](#). In addition, the University and its external partners provide a variety of Title IX-related resources. Definitions, contacts, procedures, and the reporting form are included in the University's policy.

All employees must report any behavior and/or incidents that may be prohibited, with the exception of information subject to privilege protection and/or confidential communications (such as between individuals and counselors, advocates, or clergy).

A thorough investigation will be undertaken and appropriate action will follow. Reports will be held in confidence to the fullest extent possible; however, some details or identities may need to be revealed in order to fully investigate the complaint.

Employees who (in good faith) file complaints, report suspected violations of this policy, or participate in an investigation may do so without fear of retaliation or adverse employment action and with confidence that their concerns will be thoroughly investigated. Making an intentionally false complaint or making false statements in the course of the investigation of a complaint may result in discipline, up to and including termination.

1.2.4 ACCOMMODATING INDIVIDUALS WITH DISABILITIES

The University does not discriminate against individuals on the basis of physical or mental disability in the employment or academic setting. To ensure equal access to its programs and activities, the University is committed to providing reasonable accommodations, including appropriate auxiliary aids and services, academic adjustments, and/or modification to the University's policies and procedures, to qualified individuals with disabilities, unless providing such accommodations would result in an undue burden or fundamentally alter the nature of the relevant employment, program, or activity. Employees who would

like to request a reasonable accommodation should contact the Office of Human Resources for information.

1.2.5 PROTECTED HEALTH INFORMATION

The University is committed to safeguarding the right of all employees to privacy in the use and disclosure of protected health information. Any medical information obtained about employees is kept in separate and confidential files with restricted access to the information, in accordance with University policy and all applicable legal requirements.

1.2.6 FUNDRAISING

The University's Advancement Office is charged with assisting faculty and staff in the solicitation and management of grants and contracts from governmental agencies. Any and all other fundraising activities connected to the University, including but not limited to fundraising for University teams, clubs, or groups, must be conducted through and with the approval of the Advancement Office. The University will provide custodial services for monies raised through such activities.

1.2.7 BANK ACCOUNTS AND UNIVERSITY COMMITMENTS

The authority to open and maintain bank accounts for the University falls under the Chief Financial Officer. No individual employee has the authority to create or maintain an account with University monies for any purpose. Only an employee who is an authorized signatory, as determined by the Chief Financial Officer, may commit the University to any agreement or contract.

1.2.8 PURCHASE OF SERVICES, SUPPLIES, AND EQUIPMENT

The function of the Finance Department is to serve as a resource to University departments as well as to oversee the purchasing processes to help secure the best available price for goods and services. Each person involved in purchasing goods and services is responsible for protecting the interests of the University and avoiding any actual or apparent conflicts of interest. Procedures are applicable to all employees making purchases on behalf of the University. All purchases of goods and materials must be in compliance with all applicable laws and University policies, and under the terms and conditions that protect the University, employees, students, and donors.

Employees may not make representations or enter contracts with any sales personnel or vendor except as arranged through the direction of the Chief Financial Officer. All agreements or purchases made outside of the above procedure will become the personal obligation of the person making the commitment.

Please refer to the Prior Approval List at [Purchasing Prior Approval List](#) for selected staff who serve as knowledgeable contacts for various purchases and to expedite requisitions, purchase order requests, and requests for reimbursement through Accounts Payable. This will ensure that:

- The item is in fact needed and not already available in another reasonable way;
- The item is of sufficient quality to meet the need;
- The item meets any related University standard(s);
- The item is being purchased at the lowest possible cost;

- The item will not be used in any way that may violate any licensing or copyright laws.

1.2.9 USE OF VEHICLES FOR UNIVERSITY ACTIVITIES

The University makes available a fleet of vehicles, including passenger vehicles and vans, for the use of the various departments on campus. All drivers of University vehicles must be pre-approved through the University's required process. To make a reservation for a University vehicle, please contact Physical Plant. The appropriate University department will be charged for the use of said vehicles, and failure to timely cancel reservations where vehicles are no longer needed may result in the department being charged.

It is sometimes necessary to rent additional vehicles from a retail rental car company in order to accommodate all requests. It is recommended to rent the vehicle in the name of the University, use the University address, and use a University charge card, if available. This will provide evidence that the rental is for University business.

The University's auto insurance policy provides coverage for employees to use University-owned and rental vehicles. Personal vehicle policies should not be triggered. Thus, when renting a car in the United States, purchase of additional coverage is not necessary and will not be reimbursed. When renting outside the United States, purchase the liability and property coverage at the rental counter.

When a University-provided vehicle is not available, the University may reimburse the usage of a person's personally-owned vehicle. Reimbursement request forms are available in the Finance Office. The Chief Financial Officer or designee must sign forms before such use.

Use of a personal vehicle for University business places the employee's personal automobile insurance policy as a primary course of recovery. The University's automobile policy does not cover losses, damages, etc. for personal automobiles.

1.2.10 PERSONAL RELATIONSHIPS

University employees must use sound judgment when socializing or engaging in personal relationships with other employees or with students.

1.2.10.1 SUPERVISOR/SUBORDINATE RELATIONSHIPS

Employees may not have evaluative authority in such matters as hiring, compensation, promotion, budgeting, or discipline over any other employee with whom the employee with evaluative authority is having or has within one year concluded a romantic or intimate relationship, regardless of the degree of separation within the reporting line. When a situation occurs that potentially violates this policy, the employee with evaluative authority must report the relationship to his or her supervisor and the Senior Director of Human Resources. Requests for exceptions must be submitted to the Senior Director of Human Resources, including for existing employments. No exception shall be granted if reassignment of either or both employees is possible and cures the potential conflict.

1.2.10.2 FAMILY RELATIONSHIPS

Employees may not have evaluative authority in such matters as hiring, compensation, promotion, budgeting, or discipline over any other employee with whom the employee with evaluative authority has an Immediate Family relationship, regardless of the degree of separation within the reporting line. When a situation occurs that potentially violates this policy, the employee with evaluative authority must report the relationship to his or her supervisor and the Senior Director of Human Resources. Requests for exceptions must be submitted to the Senior Director of Human Resources, including for existing employments. No exception shall be granted if reassignment of either or both employees is possible and cures the potential conflict.

Immediate Family is defined to include an individual's spouse, child or step-child, parent or step-parent, sibling or step-sibling, aunt, uncle, niece, nephew, grandparent, grandchild, and first cousin, whether by blood or marriage.

1.2.10.3 EMPLOYEE/STUDENT RELATIONSHIPS

The University strongly discourages sexual and/or romantic relationships between its employees and students.

Employees may not have evaluative, supervisory, coaching, or other authority over a student with whom the employee is having or has within one year had a romantic or sexual relationship. If such a relationship exists or has existed, the employee must report the relationship to his or her supervisor. If the supervisor determines that reassignment or other mitigating action is necessary, it is the responsibility of both the employee and supervisor to ensure that the evaluative or supervisory authority is reassigned or other appropriate mitigating action is taken. If such action is not feasible in a particular instance, the employee and the supervisor must bring the matter to the attention of the Senior Director of Human Resources to determine the appropriate course of action.

1.2.11 CONFIDENTIAL INFORMATION – STUDENT PRIVACY LAWS

The Federal Educational Rights and Privacy Act (FERPA) mandates that employees may not disclose personally identifiable information from a student's educational record without the prior written consent of the student (or of a parent or legal guardian, if the student is a minor and not enrolled). In addition, employees may not disclose information, even if not contained in the student's record, if that information is of a nature that would be considered confidential and came into the possession of the employee solely as a result of his or her employment. Certain information obtained in an educational record may be disclosed without prior consent in limited exceptional circumstances, such as by court order, but such disclosures should be made only with the approval of the Registrar. Information also may be disclosed if necessary in an emergency.

Employees must follow the rules below to protect student confidentiality:

- Do not request information from a student's educational record without a legitimate educational interest;
- Do not disclose to any other employee any part of a student's educational record unless that employee has identified a legitimate educational interest;

- Do not disclose any part of a student’s educational record to anyone outside the University without the prior written consent of the student, unless the disclosure has been authorized by the Registrar’s Office.

Additionally, certain individual state and international laws govern confidentiality of student information, such as the General Data Protection Regulation (GDPR). Employees are required to abide by all applicable laws regarding confidentiality of student educational records.

1.2.12 OTHER CONFIDENTIAL INFORMATION

Employees may also have access to other confidential, personal, or sensitive information regarding the University, its employees, students, customers, constituents, or other members of its community. Employees are responsible for taking appropriate measures to ensure the security and prevent the disclosure of such information. For further information regarding the appropriate handling and storage of such information, the employee should consult his or her supervisor.

1.2.13 MANDATORY CHILD ABUSE INCIDENT REPORTING

The Illinois Abused and Neglected Child Reporting Act (ANCRA) requires certain individuals – called mandated reporters – to immediately report suspected child abuse or neglect to the Illinois Department of Child and Family Services (DCFS) Child Abuse Hotline at 1-800-25-ABUSE. Under Illinois law, all “personnel of institutions of higher education” are mandated reporters and must immediately report any instance where there is reasonable cause to believe that a child known to them in their professional or official capacity as an employee may be abused or neglected.

All employees of the University are mandated reporters. The University requires all employees to immediately report to DCFS if, in the scope of their employment, they encounter a child which they have reasonable cause to believe may be abused or neglected. Failure by a University employee to immediately report suspected instances of child abuse or neglect to DCFS is a violation of University policy and may be a violation of applicable law. Reporting suspicions of abuse or neglect to the Senior Director of Human Resources or to another employee of the University – but not DCFS – does not satisfy an employee’s legal duty to report.

After making a report to DCFS, the employee shall also promptly notify the Senior Director of Human Resources that a report has been made.

For more information regarding ANCRA, including guidance regarding what constitutes abuse or neglect, please see [DCFS’s website](#).

1.2.14 ATTIRE AND APPEARANCE

University employees are required to always maintain a neat, well-groomed, and professional appearance and present a competent, professional environment to the public and the University community. Business casual attire is required, unless specific dress and appearance expectations are specified for an employee’s worksite or job assignments. Good personal hygiene is a must. Due to sensitivities such as allergies and illness, strong scents should not be used.

Employees may consult with their supervisors for further details regarding appropriate dress standards.

1.2.15 CONFLICT OF INTEREST

Concordia University Chicago strives to faithfully carry out its responsibilities in a manner reflecting the highest degree of integrity and honesty consistent with the Scriptures, the Lutheran Confessions, the Constitution, Bylaws, and resolutions of the Lutheran Church — Missouri Synod, the policies of the corporate Synod and the agencies of the Synod, and civil laws. Each individual board member and employee must work diligently and mutually encourage one another to execute his or her responsibilities with good judgment in an ethical manner. In exercising these responsibilities, each individual should strive to always:

1. Exercise honesty, objectivity, and diligence in the performance of their duties and responsibilities.
2. Exhibit loyalty in all matters pertaining to the affairs of the University and its related entities and not knowingly be a party to any illegal or improper activity.
3. Refrain from entering into any activity which may be in conflict with the interest of the University or which could prejudice the ability of any department, college or related entity to objectively carry out its duties and responsibilities.
4. Avoid the use or dissemination of information acquired in the course of carrying out his or her duties for personal gain or in any manner that would be detrimental to the welfare of the University or any of its related entities.
5. Account for the use of all University funds and assets in a full and accurate manner.
6. Refrain from voting on any transaction in which the individual might receive a direct or indirect financial gain.
7. Avoid the acceptance, by the individual or any closely related individual, of any gifts of more than a nominal value, loans other than from established financial institutions, excessive entertainment or favors from any individual or business entity which does or is seeking to do business with the University or its related entities.
8. Report to the President of the University and the Chairman of the Board of Regents ownership, either individually or by any closely related individual, of a substantial interest in any outside concern which does business with the University, except for securities listed on a national exchange. A substantial financial interest is presumed if the holding is either:
 - A. Five percent or more of stock, assets or other interests of a supplier, vendor, or competitor, or
 - B. Ten percent or more of the board member or employee's net assets and the board member or employee is in a position to affect the University's business decisions with respect to such entity.
9. Refrain from acting as an officer, director, shareholder, consultant, representative, agent, advisor, independent contractor, employee of a supplier, partner, or competitor of the University. Board members and elected officers of the University, in addition to complying with the requirements set forth above, must obtain approval of the Chairman of the Board of Regents before serving as a director of any other entity.

Any activity by an employee that may constitute a conflict of interest must be submitted for review to the employee's immediate supervisor, or in the case of a board member, to the Chairman of the Board of

Regents. A determination by the supervisor or Chairman of the Board of Regents that the activity is inappropriate, it must immediately cease or the position will be vacated.

All elected, appointed, and identified staff persons of the University shall initially and annually thereafter sign an annual questionnaire in the [Conflict of Interest Policy Statement](#). His or her signature affirms that they have received, understand, and agree to abide by the aforementioned. Bylaw 1.5.2 of the 2019 *Handbook* of the Lutheran Church — Missouri Synod, as amended from time to time, provides the basis for the University's Conflict of Interest Policy Statement.

1.2.16 OTHER INCOME

Employees may not accept or solicit personal income (in addition to their regular wages or salary) for any services unless approved in advance by the Chief Financial Officer (CFO). Employees are prohibited from accepting or soliciting gifts or items of material value (*e.g.*, gift cards, hotel rooms, and trips) in excess of a \$100 value, regardless of whether such items are provided in exchange for services. Specific questions regarding material value should be directed to the CFO.

1.2.17 USE OF COPYRIGHTED MATERIALS AND INTELLECTUAL PROPERTY BELONGING TO OTHERS

University employees shall not use copyrighted material without an appropriate license or otherwise misuse intellectual property. The University in no way condones the unlicensed exchange of proprietary intellectual property belonging to others. This includes but is not limited to written works, pictures, music, videos, software, and artistic works. All University employees, in the performance of their duties, will advise other members of the University community not to participate in such endeavors. Responsibility for the consequences of copyright violations shall remain the sole fiscal and legal responsibility of the offender. See the Intellectual Property Policy, as amended from time to time, at [Intellectual Property Policy](#).

1.2.18 MEDIA INQUIRIES

Employees may receive inquiries from the media (*e.g.*, newspapers, television, radio) about issues relating to the University. Employees should refer all such inquiries to the Office of Communications and Marketing. Only employees who specifically have been designated as University spokespeople may officially communicate with the media on behalf of the University. See the Social Media Policy, as amended from time to time, at [Social Media Policy](#).

1.2.19 WHISTLEBLOWER POLICY

1.2.19.1 GENERAL CODE OF ETHICS AND CONDUCT

The University Code of Ethics and Conduct (the “Code”) requires Regents, officers, faculty, and staff to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations.

1.2.19.2 REPORTING RESPONSIBILITY

It is the responsibility of all Regents, officers, and employees to comply with the Code and to report suspected violations in accordance with this Whistleblower Policy.

1.2.19.3 NO RETALIATION

No Regent, officer, or employee who in good faith reports a violation of the Code shall suffer harassment, retaliation, or adverse employment consequence. An employee who retaliates against someone for reporting a violation in good faith is subject to discipline, up to and including termination of employment.

1.2.19.4 REPORTING VIOLATIONS

The University highly encourages employees to share their questions, concerns, suggestions, or complaints with their supervisor. If an employee is not comfortable speaking with their supervisor or they are not satisfied with their supervisor's response, an employee is encouraged to speak with someone in the Office of Human Resources. Supervisors and managers are required to report suspected violations of the Code of Conduct to the Human Resources Office, which is responsible to report all such violations to the University's designated compliance officer. The compliance officer has specific responsibility to ensure that all reported violations are investigated in an independent and thorough manner.

1.2.19.5 COMPLIANCE OFFICER

Except for accounting and auditing matters, the University's compliance officer is the University's legal counsel and shall ensure that all complaints and allegations concerning violations of the Code are investigated in an independent manner and resolved appropriately. In the event the University's legal counsel is the subject of the investigation, the Chief Financial Officer (CFO) shall act as the University's compliance officer. In the event the CFO or President of the University is the subject of the investigation, or the University's legal counsel and CFO are both the subject of the investigation, the chair of the committee of the Board of Regents responsible for audit matters shall be notified immediately and act as the University's compliance officer.

1.2.19.6 ACCOUNTING AND AUDITING MATTERS

Concerns or complaints regarding corporate accounting practices, internal controls, or auditing should be directed to the CFO, and the chair of the committee of the Board of Regents responsible for financial matters shall be notified. In the event the CFO is the subject of the investigation, the University's legal counsel, acting as the compliance officer, shall work directly with the committee until the matter is resolved.

1.2.19.7 ACTING IN GOOD FAITH

An employee filing a complaint concerning a suspected violation of the Code must act in good faith and have reasonable grounds for believing the information disclosed in their complaint is evidence of a violation of the Code. Allegations that are determined to have been knowingly false will result in discipline, up to and including termination.

1.2.19.8 CONFIDENTIALITY

Suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Investigation reports will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation. Employees are encouraged to use the online reporting form at <http://cuchicago.edu/whistleblower-reporting-form>.

1.2.19.9 HANDLING OF REPORTED VIOLATIONS

The compliance officer shall notify the complainant to acknowledge receipt of the suspected violation within five business days of receipt. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

1.3 EMPLOYMENT AND PAYROLL INFORMATION

1.3.1 EQUAL EMPLOYMENT OPPORTUNITY

The University is an Equal Opportunity Employer. The University is committed to the principles of equal employment opportunity for all employees and applicants for employment. All policies and procedures including, but not limited to, recruitment, hiring, assignment, conditions of employment, compensation, benefits, training, promotion, transfer, and termination are administered for all team members and job applicants without discrimination based on race, color, national origin or ancestry, sex, age, disability, pregnancy, veteran status, marital status, or any other status protected by applicable federal, state or local law, subject to the University's First Amendment rights as a church-affiliated institution. As an institution of The Lutheran Church—Missouri Synod, the University reserves the right to give preference in employment based on membership in The Lutheran Church—Missouri Synod or its member congregations, to the extent permitted by law. In addition, certain positions are required to be held by ordained or commissioned ministers of The Lutheran Church—Missouri Synod.

1.3.2 EMPLOYMENT ELIGIBILITY – IMMIGRATION LAW COMPLIANCE

Each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present proper documentation establishing identity and employment eligibility. Such documentation must be presented by the employee within 3 business days of hire, or on the first day of any employment that is less than 3 business days. Former employees who are rehired must also complete the form. Current employees whose work authorization has expired also will be required to re-verify their employment authorization.

1.3.3 EMPLOYMENT CLASSIFICATIONS

The University employs several different classifications of employees and obtains services from various other service providers. The University reserves the right to reclassify a position in accordance with federal and/or state criteria. To make sure all employees have a common understanding of the terms used to describe these different classifications, the University uses these terms as described below.

1.3.3.1 EXEMPT EMPLOYEE

An employee whose position meets specific tests established by state and federal law is exempt from minimum wage and overtime pay requirements. Working hours of exempt staff members will be

determined based on the employee's job assignment and University and departmental needs. Exempt personnel are not entitled to compensatory time for University activities performed beyond the normal work week.

Exempt employees will be paid a salary intended to compensate them for any and all work that is performed for the University, regardless of work hours. Such employees will receive their full salary for any work week in which they perform work.

Deductions may be taken from exempt employees' salaries subject to applicable law. Employees may be asked to complete an authorization for a wage deduction. Deductions may be taken for the employee portion of group benefit premiums, payroll taxes, social security, retirement contributions, wage garnishments, or voluntary deductions.

Salary will not be reduced in any work week in which work is performed due to partial day absences for personal reasons, sickness, or disability (other than FMLA leave), jury duty, attendance as a witness in a legal proceeding, or military leave. Employees may be required to use available paid leave to cover such absences.

1.3.3.2 Non-Exempt Employee

An employee whose position does not meet applicable exemption tests is eligible for overtime pay. Non-exempt employees are required to maintain a record of the total hours worked each day on the non-exempt timesheet located in the University portal. Employees should verify each paycheck immediately to ensure correct payment for all regular and overtime hours worked each workweek. The workweek for full-time, non-exempt staff is typically 40 hours per week. Part-time, non-exempt staff members are assigned hours by their supervisors.

All non-exempt employees are entitled to one 15 minute, paid break for every four hours of continuous work. Employees may move one or both of their 15-minute breaks to the middle of the day and add the break time(s) to their lunch break with supervisor approval.

Non-exempt employees must take their meal breaks and may not work through them. If a non-exempt employee works through their break, they must record that time. Work breaks and lunch breaks cannot be used to shorten the workday.

Individual work schedules will vary based on the employee's job assignment and University and departmental needs. The employee's supervisor will inform each employee of their specific schedule.

1.3.3.3 REGULAR FULL-TIME EMPLOYEE

A full-time employee is one who is regularly scheduled to work 30 or more hours per week. A regular full-time employee may be exempt or non-exempt. Full-time employees who work at least 7.5 hours per day will receive one 30-minute meal break after 5 hours of scheduled work. Full-time employees may combine two paid 15-minute breaks with an unpaid half hour for an hour lunch break.

1.3.3.4 PART-TIME EMPLOYEE

A part-time employee is one who is regularly scheduled to work 29 hours or less per week.

1.3.3.5 TEMPORARY EMPLOYEE

A temporary employee is one who is hired for a specific period, usually during peak workloads or for vacation relief, or to perform a specific task for a defined period of time. A temporary employee may work a full-time or part-time schedule. Temporary employees are not eligible for paid time off or other benefits.

1.3.4 COMPENSATION AND REPORTING ERRORS

Generally, employees are paid on a biweekly basis (*i.e.*, every two weeks). All employees are responsible for reviewing their pay stub each pay period and immediately reporting any problems or errors to the Office of Human Resources. This includes, but is not limited to, reporting incorrect salary deductions, incorrect hours, or missing overtime hours.

Any employee who is asked, directed, or pressured to work “off the clock” or to otherwise falsify a time or payroll record, or who becomes aware of such a situation, must immediately report the matter to the Human Resources Office. The University will promptly investigate reports made under this policy and take prompt action.

The University will not tolerate retaliation against any person for making a good faith report under this policy. Similarly, the University will not tolerate retaliation against any person for providing truthful information in connection with an investigation under this policy. Any University employee who retaliates against another employee for making a report or for participating in an investigation under this policy will be subject to discipline, up to and including termination.

Additionally, any employee who purposely submits and/or approves an inaccurate timesheet for the benefit of themselves or their employee will be subject to discipline, up to and including termination.

1.3.5 PAY PERIOD

The pay period begins on Monday and ends on the second Sunday thereafter. Most personnel are paid biweekly, every other Friday, for the two-week period ending on the preceding Sunday. Adjunct faculty are paid on a monthly basis, on the last business day of each month. The payroll stub, found on the University portal, will list any deductions that have been made. All payroll information is coordinated through the Finance Department. Employees are paid by direct deposit.

1.3.6 PAYROLL DEDUCTIONS AND REDUCTIONS

Appropriate taxes (including state and federal income taxes and FICA taxes) are withheld each pay period and remitted by the University on behalf of its employees to the appropriate state and federal revenue offices. It is the employee’s responsibility to furnish the Human Resources Office with accurate information regarding dependents and dates for the basis of calculating the withholding of tax deductions. By law, no payroll check can be drawn, including those classified “Ministers of the Gospel,” without filing this information with the Payroll Office.

1.3.7 NON-MINISTER OF THE GOSPEL EMPLOYEES

For Non-Minister of the Gospel employees, the University makes payroll deductions for social security taxes, federal, state, and applicable local payroll withholding taxes, approved local contributory programs, amounts owed the University and previously approved for payment by this method, and garnishments served on the University by a court order. All such deductions are shown on the payroll stub and are viewable on the portal.

The University makes federal or state tax deductions in accordance with applicable law. At the beginning of employment, or at any time when there is a change in the number of dependents claimed for tax exemption, the employee must provide an Employee's Withholding Exemption Certificate (Form W-4), to report this information to the Payroll Administrator. The money deducted from pay for withholding tax is turned over to the government and the University issues a W-2 statement by the end of January showing the total amount of wages paid during the previous calendar year and the total amount withheld for taxes.

In addition to the federal and state withholding taxes, each Non-Minister of the Gospel employee of the University is required to participate in the Federal Insurance Contribution Act (FICA or Social Security). Deductions are made from paychecks in accordance with the percentage prescribed by the federal government.

1.3.8 MINISTER OF THE GOSPEL EMPLOYEES

For Minister of the Gospel employees, the University offers voluntary payroll deductions for applicable federal and state payroll withholding taxes, approved local contributory programs, amounts owed to the University and previously approved for payment by this method, and garnishments served on the University by a court order. All such deductions are shown on the payroll stub and on the portal.

Members of the faculty and staff who are classified as "Ministers of the Gospel" would normally pay such income tax liability as is incurred based on their estimate directly to the Internal Revenue Service with form 1040-ES.

The Board of Regents has set 65% of the employee's wages as the standard housing allowance for Minister of the Gospel employees. Employees may submit a request for an increase in this percentage at the start of their employment or two weeks prior to the final Board of Regents meeting of the year. Changes in housing allowance percentage must be approved by the Board of Regents and will not be retroactive.

1.3.9 REHIRE OF A FORMER UNIVERSITY EMPLOYEE

Former employees of the University who voluntarily separated or were terminated for job elimination are eligible for rehire. In the event of a rehire, credit is given for prior years of service.

1.3.10 EMPLOYMENT OUTSIDE CONCORDIA UNIVERSITY CHICAGO

The University prohibits full-time employees from working outside of the University if such employment interferes, as determined by CUC, with the employee's job duties and responsibilities to the University. If

an employee's outside employment presents an actual or potential conflict of interest or otherwise interferes with their work for the University at any time, the employee may be required to discontinue their outside employment as a condition of remaining employed with the University. Exceptions must be approved by the University President.

1.3.11 CHANGE OF PERSONAL INFORMATION

Employees shall report changes in marital status, dependents, legal name, residential and mailing address(es), telephone number(s), beneficiaries for institutionally-funded programs, and emergency contacts to the Human Resources Office as soon as practicable. Failure to do so promptly may result in loss of certain benefit programs. Employees requesting a change in benefits due to a marriage must provide a copy of an officially filed "Certificate of Marriage" or other government issued identification with their request. Employees requesting a change to their legal name must present their updated social security card to the Human Resources Office. Emergency contact information is required for all staff and faculty.

1.3.12 EMPLOYEE RECORDS

The Human Resources Office maintains all official employment records for University employees in compliance with applicable law.

Employees who wish to inspect their eligible personnel documents must first submit a request in writing to the Senior Director of Human Resources. The request will normally be answered within 7 days. The employee is not permitted to remove any part of such personnel records from the Human Resources Office. The employee may make copies of such records and will be charged for those copies at the prevailing photocopy rates.

If the employee disagrees with any available information contained in their personnel record, they may submit a request in writing for a correction. Requests must contain a statement explaining the employee's position.

1.3.13 BACKGROUND CHECKS

The University conducts criminal background checks on all final selected candidates for full- and part-time faculty and staff positions. Criminal background checks may be required for some student worker positions. Credit background checks may be performed for potential employees in positions of trust and/or cash handling. Background checks may be performed at any time during employment and may result in withdrawal of an offer or immediate termination of employment. All criminal background checks will be conducted in accordance with applicable laws, including but not limited to the Illinois Human Rights Act, the Job Opportunities for Qualified Applicants Act, and the Fair Credit Reporting Act.

1.3.14 CHARITABLE CONTRIBUTIONS

University employees are encouraged to contribute to the ministry of the University. The easiest way to contribute is through payroll deduction whereby a set amount (which the employee determines) is deducted from each bi-weekly payroll. Gifts can also be given through traditional means such as cash,

check, credit card, or stock transfer. For more information, contact the Foundation Office at (708) 209-3155.

1.3.15 GARNISHMENTS

If any employee does not pay their debts, through legal means a creditor can order the University to withhold a certain amount from their paycheck (a “garnishment”). While the University has no desire to be involved in an employee’s personal financial affairs, it must obey the order of a court. The Human Resources Office will notify the employee upon the receipt of a garnishment.

1.3.16 MOVING EXPENSES

The University will reimburse up to \$5,000 for moving-related expenses for all new full-time faculty and staff where a regional or national search has been conducted. To be eligible for reimbursement for interstate moves, at least one quote from an LCMS General Services national contract vendor must be secured and the lowest bid must be accepted. All such expenses must be approved in advance by the Senior Director of Human Resources and documentation of expenses must be provided prior to reimbursement. Reimbursement applies only to moves for which moving expenses would otherwise be deductible under current IRS regulations.

1.3.17 CHAPEL ATTENDANCE

Employees are encouraged to attend chapel and attendance can be counted as work time. Chapel attendance must be coordinated with the supervisor, as offices are expected to remain open during this time. Chapel services for faculty, staff, and students are held from 11:00 a.m. to 11:20 a.m. on days when classes are in session (alternate schedule during breaks and summer).

1.3.18 CHILDREN IN THE WORKPLACE

The University understands that there may be circumstances where an employee may need to bring a child onto the University’s premises. Employees who must bring their children onto the campus during normal working hours and who are not participating in activities (such as plays or athletic events) must make a request in advance (or upon arrival) to their supervisor, or in their supervisor’s absence, to the Human Resources Office.

Children shall be under the direct supervision of the employee/guardian at all times and the employee is responsible for all aspects of the child’s behavior and safety. At no time shall a child be left unsupervised. The employee will be financially responsible for any damage sustained to University property.

Employees should be sensitive to the needs of colleagues and students and should not expect others to care for their children. When bringing children into the University, the needs of other staff and students to work and study should be respected.

1.3.19 SEPARATION FROM THE UNIVERSITY

1.3.19.1 EMPLOYMENT AT WILL

Unless otherwise stated in a written employment contract with the University, employees are employed “at will,” and employment may be terminated by either the employee or the University at any time, with or without cause or notice.

1.3.19.2 VOLUNTARY – RESIGNATION

Employees that choose to leave their employment with the University are encouraged to provide sufficient advance notice in order to plan for an orderly transition. Employees shall submit their written notice to their supervisor and the Office of Human Resources.

1.3.20 EXIT PROCEDURES

All employees must complete a brief exit interview to review insurance conversion rights, retirement accounts, return of University property (laptops, keys, ID cards, equipment, etc.), and other miscellaneous matters as may be necessary. Employees should provide a forwarding address and notify the University of any address changes during the calendar year in which separation occurs, so that tax information will be sent to the proper address.

1.3.21 EMPLOYMENT REFERENCES AND REQUESTS FOR INFORMATION

All requests for information regarding current or previous employees must be directed to the Office of Human Resources. University references and verifications of employment will be limited to job titles and dates of employment, as well as salary history when an employee authorization is provided.

1.4 BENEFITS

1.4.1 EMPLOYEE ELIGIBILITY

The University provides certain benefits for its eligible employees. Any regular employee who works more than 20 hours per week for more than five consecutive months per year is eligible to participate in the University’s disability and survivor plan, retirement plan, and accident insurance plan.

Regular employees who work 30 or more hours per week are also eligible to participate in the University’s health plan.

Any description of employee benefits in this employee handbook only summarizes the provisions of a formal benefit plan document and does not attempt to cover all the details contained in the plan document. The operation of each plan, including events making an employee eligible or ineligible for benefits, the amount of benefits to which the employee (or beneficiaries) may be entitled, and actions the employee (or beneficiaries) must take to request and support a claim for benefits will be governed solely by the terms of the official plan documents. To the extent that any of the information contained in this handbook, a summary plan description, or any information the employee receives orally is inconsistent with the official plan document, the provisions set forth in the plan document will govern in all cases. For a comprehensive explanation of benefit coverage, consult the Human Resources Office.

1.4.1.1 HEALTH PLAN

University employees who work 30 or more hours per week may participate in the health plan. Currently, the University pays a portion of the premium for participating employees and the employee contributes based on the coverage requested. The employee's portion of the premiums will be deducted from the employee's paycheck twice a month. Employees can elect to have this amount deducted pre-tax by filling out the appropriate form in the Human Resources Office. For additional information on the health plan, please consult the Human Resources Office.

1.4.1.2 DISABILITY AND SURVIVOR PLAN

The University enrolls eligible employees into its disability and survivor plan. If approved by the plan administrator, eligible employees will receive a percentage of their salary as a benefit while on disability leave. This benefit is paid directly to the employee by the disability plan administrator and may be adjusted per the plan documents. The survivor portion of the plan provides group-term life insurance. Contact the Human Resources Office for specific information.

1.4.1.3 TAXATION OF DISABILITY AND SURVIVOR PLAN

The disability and survivor plan offers group-term life insurance. The cost of group-term life insurance premiums for \$50,000 or less in coverage may be excluded from an employee's taxable income. The cost of group-term life insurance premiums in excess of \$50,000 is included in an employee's taxable income. The University complies with this requirement for lay employees by making an annual withholding for the taxable portion and charging the employee for the FICA portion in the payroll period paid on the last payday in November of each year. Should any employee leave employment before that date, the University will apply the prorated deduction and charge in the last paycheck paid. Should any employee join the University staff after such adjustment, the University will make any necessary adjustment in the last paycheck paid within that calendar year.

Ministers of the Gospel on the University payroll must make the necessary adjustments and reports in the usual manner in which other reports and payments are made to the IRS. Ministers of the Gospel choosing "voluntary withholding" must make any necessary changes with the Payroll Department at least five business days prior to the pay date they wish such adjustment to become effective.

1.4.1.4 RETIREMENT PLAN – DEFINED BENEFIT PLAN

Eligible employees of the University are enrolled by the University in its retirement plan. For additional information, please contact the Human Resources Office and request a copy of the summary plan description and plan document.

1.4.1.5 RETIREMENT PLAN -- 403(B) – DEFINED CONTRIBUTION PLAN

An Internal Revenue Code Section 403(b) plan ("403(b) Plan") is a deferred compensation plan that offers pre-tax retirement savings. Participating employees make contributions to the plan and any investment earnings grow tax deferred until distributed under the terms of the 403(b) Plan (*e.g.*, at retirement), at which time they are taxed as ordinary income. Employees may also choose to contribute to the 403(b) post tax. For more information on the tax structure of 403(b) plans, please see IRS Publication 571. Employees can also obtain this document, as well as the 403(b) Plan documents, by contacting the Human Resources Office.

Employees who are interested in this program are encouraged to contact the Human Resources Office. New Employees will be automatically enrolled in the 403(b) at a pre-tax salary deferral amount of 2% of eligible compensation. This percentage will automatically increase 1% annually in January, up to a maximum of 10% of eligible compensation. Employees may contact the Human Resources Office to opt out of the automatic enrollment and escalation, choose a different amount to contribute, or choose to contribute post-tax. The employee is fully responsible for a determination of their maximum eligible contribution, based on Internal Revenue Service regulations.

The University also may offer non-qualified deferred compensation plans to select executives.

1.4.1.6 ACCIDENT INSURANCE

Eligible employees of the University have the option of enrolling in this program. The cost for this benefit premium is paid by the employee through a payroll deduction and is not paid by the University. The payroll deduction is made monthly.

1.4.1.7 EMPLOYEE ASSISTANCE PROGRAM – COUNSELING SERVICES

All employees may access a variety of counseling and other services through the University's employee assistance program. Additional counseling services are provided by the Campus Pastor and ministry team.

1.4.1.8 FLEXIBLE SPENDING ACCOUNT

Regular employees who work more than 30 hours per week on an ongoing basis are eligible to participate in the flexible spending account ("FSA"). This plan allows an employee to set aside pre-tax deductions to be used toward eligible medical and dependent care expenses. Annually, employees elect an amount to contribute to the FSA and that amount is deducted through payroll. For more information, contact the Human Resources Office.

1.4.1.9 HEALTH SAVINGS ACCOUNT

A health savings account ("HSA") is a tax-advantaged account owned by an eligible employee used to pay for qualified medical expenses that may serve as a savings vehicle for future healthcare expenses. Employees enrolled in a high deductible health plan through the University are eligible to open and contribute to an HSA. For more information, contact the Human Resources Office.

1.4.1.10 WELLNESS PLAN

The University offers a wellness plan for eligible employees, as well as an onsite gymnasium, to provide incentives to live a healthy life. For more information regarding benefit coverage, eligibility, and enrollment, please contact the Human Resources Office.

1.4.2 CHILD CARE SERVICES

The University offers childcare services (depending upon availability) for dependents of employees. For information regarding available childcare programs and rates, please contact the Early Childhood Education Center at (708) 209-3099.

1.4.3 TUITION BENEFITS

The University encourages its employees to further their formal education. The University therefore offers its regular employees the opportunity to take courses at Concordia University Chicago at reduced tuition rates for coursework related to the employee's current position or potential placement elsewhere in the University.

Employees without undergraduate degrees who wish to receive a tuition benefit are required to take courses that will lead to an undergraduate degree. Employees with undergraduate degrees may take courses of interest to the employee or courses related to a graduate degree.

Courses must be taken for credit, and participating employees must meet any applicable admission or prerequisite requirements. Eligibility and tuition benefit amounts vary depending on employment status, length of service with the University, and course level (i.e., undergraduate or graduate). For additional information regarding tuition reduction and tuition reimbursement benefits, please contact the Human Resources Office.

1.4.3.1 TUITION REDUCTION

With approval from the supervisor and Senior Director of Human Resources, any regular full-time employee in good standing for job performance (working over 30 hours per week) is permitted to attend classes at the University through tuition reduction as outlined in the policy below. Also with supervisory and Senior Director of Human Resources approval, any regular part-time employee also in good standing for job performance (working a minimum of 20 hours per week) is permitted to attend classes at the University through a tuition reduction after a period of 5 continuous years of employment. No tuition benefits are available for temporary staff employees. Please refer to the chart below.

If employment status changes from that of student worker, or temporary staff, to that of part time staff or full time employee with benefits, the employee is required to wait the indicated period. Registration fees, books, and all other fees and costs must be paid for by the employee. Class attendance shall not be during working hours and will not conflict with job duties. Regular admission and prerequisite requirements for any course or program must be met by any employee participating in this program.

Undergraduate students must first apply for all federal, state, and institutional financial aid before being eligible to receive a tuition reduction. This will include the filing of a FAFSA – Free Application for Federal Student Aid (www.fafsa.ed.gov). All students enrolled at any level are required to complete this information before the filing deadlines. Like other forms of financial aid, missed deadlines may result in the benefit not being available for that particular semester.

The tuition benefit is only applicable after all other financial aid has been applied, the total of which shall not exceed the percentage in the chart below. The availability of the tuition reduction is subject to the same admission requirements and deadlines. Any student receiving tuition benefits under the faculty/staff waiver is required to meet current Financial Aid Standards of Satisfactory Academic Progress. These standards are published in the Concordia Catalog each year.

Tuition reduction at the University for dependents and spouses of regular full-time employees and faculty meeting certain requirements is also available. A dependent is defined as any individual that the eligible

employee is currently declaring on his/her federal income tax returns. Where an employee is serving as a legal guardian, the instance will be individually evaluated by the Senior Director of Human Resources for eligibility for this benefit.

Employees who resign during a term will be responsible for a prorated portion of the course tuition based upon what portion of the course occurs after the last date worked.

This benefit is not applicable for applied music courses (courses with the prefix MUSA), correspondence study courses, or study abroad coursework.

The percentage of the tuition stated applies only to the undergraduate or graduate Tuition Fee. All additional charges are subject to full assessment and payment by the recipient.

Regular employees and spouses who receive tuition benefits prior to the effective date of these changes, July 1, 2020, may be grandfathered at the same level as originally approved. Changes of program will be at the new rates.

The following benefit levels are only for classes taken at the University:

1.4.3.2 SCHEDULE OF LEVELS FOR TUITION BENEFITS – OLD PLAN

	Undergraduate Course	Graduate Course	Doctoral Degree Course
LEVEL 1 - Tuition Benefit – Regular full-time employees with at least six months continuous employment.			
Employee	100% Waiver	80% Waiver*	50% Waiver*
Spouse	100% Waiver	80% Waiver*	No Benefit
Dependent	100% Waiver	No Benefit	No Benefit
LEVEL 2 - Tuition Benefit – Adjunct and visiting faculty. No dependent benefit. One semester hour per semester hour taught (must be taken within one year from the completion of the course taught) with a three course limit per academic year. (Until end of Fall term, 2020)			
LEVEL 4 - Tuition Benefit – Regular part-time employees with at least 5 years of continuous employment. No dependent benefit.			
Employee	100% Waiver	80% Waiver	50% Waiver

1.4.3.3 SCHEDULE OF LEVELS FOR TUITION BENEFITS – NEW PLAN (EFFECTIVE 7/1/2020)

Tuition benefits available to all regular full-time and part-time employees shall only be available for CUC degrees. A dependent child must be an eligible dependent child at the end of the calendar year. An additional 20% over all amounts is guaranteed if the student lives in a CUC residence hall. The percentage of tuition covered is as follows:

Undergraduate Tuition				
	Regular Full Time Employee			Regular Part time Employee
Completed service years	Employee % *	Spouse % *	Dependent Child % *	Employee % *
1 Year	50	50	50	0
2 Years	60	60	60	0
3 Years	70	70	70	0
4 Years	80	80	80	0
5+ Years	80	80	80	80
*The total percentage of tuition guaranteed to be covered by financial aid (including institutional aid, State and Federal Grants, and tuition benefits received under this Plan) shall not exceed the percentage in the chart.				
Adjunct and Visiting faculty. No dependent benefit. Will receive one-semester hour credit for every two semester hours taught with a maximum six semester hours that can be earned in any academic year. A minimum of six semester hours must be taught in an academic year to be eligible for the credit. The credit must be used by the end of the following academic year.				

Tuition benefits provided to tenure-track faculty pursuing their first terminal degree shall continue to be provided at 70% of tuition at the institution of the individual's choice up to a maximum of \$5,250 per year.

Any eligible employee on an approved leave, including a disability leave, with or without salary, retains the same eligibility as held immediately prior to going on the leave status.

The form, Application for Employee Tuition Reduction, for participation in this program is available in the Human Resources Office or on the portal. Employees participating in the program must have all courses approved as indicated on the form. The completed form must be turned in to the Human Resources Office no later than the last day that a student is eligible to register for the course(s) listed on the form.

Tuition benefits are available to all regular full-time, part-time, and adjunct employees for CUC graduate degrees. The percentage of tuition covered, subject to a \$5,250 maximum amount per calendar year, is as follows:

Graduate Tuition				
	Regular Full Time Employee			Regular Part time Employee
Completed service years	Employee	Spouse	Dependent Child	Employee
One Year				
Master's degree	50%	25%	0%	0%
Doctoral degree	50%	25%	0%	0%
Five Years				
Master's degree	50%	25%	0%	25%
Doctoral degree	50%	25%	0%	25%
Adjunct and Visiting faculty. No dependent benefit. Will receive one-semester hour credit for every two semester hours taught with a maximum six semester hours that can be earned in any academic year. A minimum of six semester hours must be taught in an academic year to be eligible for the credit. The credit must be used by the end of the following academic year.				
NOTES: 3 years to complete master's degree. One doctoral degree only. 5 years to complete doctoral classroom instruction. No tuition benefit covering dissertations.				

In the event of the death of a current regular employee, dependents enrolled at the University at the time will be permitted to continue receiving the tuition reduction at the current benefit level through the attainment of the currently sought-after degree. If the deceased employee had at least 15 years of service at the University, the tuition-reduction benefit would be available as it exists at the time of enrollment to any dependent children.

Former eligible employees who have resigned, retired, or who have been terminated are not eligible for benefits of this policy, except that normal retirees with a minimum of five years of service to the University will retain Level 1 benefits.

The percentage of the grant stated applies only to the undergraduate or graduate Tuition Fee, with all additional charges for course field trips, transportation, laboratory fees, supplies, etc., subject to full assessment and payment by the recipient.

1.4.3.4 TUITION EXCHANGE

CUC may, from time to time, provide tuition exchange opportunities as a benefit for its partners in ministry. Full-time employees with college age dependents are eligible for participation in the program. The college student must be an unmarried dependent child and age 23 or younger seeking admission to an undergraduate program only (allowable exceptions for military/mission service). Eligible employees should contact the Office of Human Resources for information and conditions.

1.4.4 UNEMPLOYMENT INSURANCE

The University contributes to the Illinois Department of Employment Security (“IDES”) on behalf of eligible employees, as prescribed by Illinois state law. In the event of unemployment, eligible employees may apply for unemployment benefits with the IDES.

1.4.5 WORKERS’ COMPENSATION

Workers’ compensation benefits are available to all University employees who suffer a work-related injury or work-related illness within the meaning of applicable laws. Injuries incurred while performing regular University duties are typically covered. Workers’ compensation insurance provides medical, rehabilitation, and wage-replacement benefits.

All accidents or injuries incurred while performing one’s duties must be reported immediately to the Department of Public Safety and to the Office of Human Resources.

1.4.6 WORK-RELATED ABSENCES DUE TO TRAVEL

If absence from work relates to travel funded by the University, the employee must receive authorization from their supervisor before undertaking the travel or incurring the cost of travel arrangements. Failure to gain prior approval for official travel may result in the University not funding or reimbursing the travel.

1.4.7 REMOTE WORK

Introduction and Authority

At Concordia, we value the development of work teams and the entire campus community through the in-person presence of employees. However, we recognize that certain work is able to be done well while remote, so we are committed to providing the tools and support needed where remote work is allowed.

Remote work, whether hybrid or fully remote, is a privilege which may be granted to employees where the University’s needs allow for flexibility. The privilege may be revoked at any time and for any reason, including changes in University needs, employee underperformance, and lack of employee accountability. Employees allowed to work remotely are subject to return to the River Forest campus or other appropriate site as instructed at no cost to the University.

The appropriate department head, Senior Director of Human Resources, and as applicable, the President of the University must approve all requests for remote work, whether hybrid or fully remote. A final determination shall be based on the factors enumerated in the approval process below.

Fully remote work shall be approved only when no other option is available to meet the University’s needs and only with approval by the President of the University. The employee’s direct supervisor must provide a well-documented justification to the Human Resources Office prior to approval. Employees who are currently fully remote may continue to work remotely with the President’s approval.

Course modalities for faculty are determined prior to the release of the schedule and must be followed unless the President determines there is a University need that requires otherwise.

Definitions

- **Hybrid:** Any employee working off campus 1-2 days of the work week and on campus the remaining days of the work week.
- **Fully remote:** Any employee working fully off campus.

Process for Requesting Approval

Any employee may request to work on a hybrid or fully remote schedule. An employee must first discuss options with the direct supervisor and complete the required [Remote Work Request](#). The direct supervisor shall consider each of the following factors:

- The University's needs, including compliance with applicable laws
- The employee's ability to function well and independently in a remote environment
- The nature of all duties of the job position and whether they can be done easily and effectively off campus
- The effect of remote work on the service quality and organizational operations
- The impact of remote work on team performance
- Other factors specific to the department

If an employee's situation requires remote work on a temporary basis, this same approval process shall apply. Additionally, an employee who needs an ADA accommodation must comply with the required ADA process through the Human Resources Office.

Equipment and Technical Issues

All remote employees must utilize a Concordia laptop or the remote desktop client to access their Concordia desktop computers to perform their work. Interruptions to work due to technical issues may require the employee to work on campus.

Security and Confidentiality

Secure data management procedures, including protecting Concordia passwords, is essential to protect the security and privacy of University data. For security purposes, no work may be done on a public Internet connection, nor may any work be performed on a public computer.

Employees are not permitted to store personally identifiable information or confidential information on personal devices. Employees are responsible for keeping documents, sensitive Concordia data, and other work-related materials confidential and secure in any remote location.

Employer Expectations

Work expectations for a remote or hybrid employee are the same as for all employees. All University policies and procedures apply, including those in the Employee Handbook, which includes the Faculty Section, as amended from time to time. Standard work hours and timekeeping processes must be followed to ensure compliance with federal and state law.

1.5 TIME OFF

1.5.1 HOLIDAYS

The University observes the following holidays each year, at which time the University is officially closed:

- New Year's Day
- Martin Luther King, Jr. Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Friday after Thanksgiving Day
- Christmas Eve
- Christmas Day
- One additional day during Christmas week, determined by Human Resources
- Additional days as determined by the President

When a holiday falls on a Saturday or Sunday, an alternate weekday will be observed as a non-working day. When possible, this day will be chosen to coincide with the federal observance of the holiday.

If a holiday falls on a working day (Monday through Friday) during an employee's vacation period, the employee will not be required to use benefit time for that day. Part-time employees will be paid for holidays based on the number of hours they are normally scheduled to work on that day of the week.

1.5.2 LEAVES OF ABSENCE

1.5.2.1 FAMILY AND MEDICAL LEAVE ACT (FMLA)

The University is committed to compliance with the Family and Medical Leave Act of 1993 (FMLA). The FMLA allows eligible employees to take up to 12 weeks of job-protected, unpaid leave per year for certain specified reasons, and up to a total of 26 workweeks of leave to care for a family member who is a "covered service member" recovering from injury or illness incurred during active-duty military service.

For more information, including a description of the University's specific policies and procedures relating to FMLA leave, please contact the Office of Human Resources. These policies are not a contract of employment, are not intended to confer any contractual rights or other legal rights beyond those provided by the FMLA, and do not alter the "at-will" status of any employee.

Employees that require leave for their own serious health condition may apply for Short Term Disability, which will run concurrently with FMLA leave if the absence is medically certified and approved by the University's third-party administrator. The employee may need to satisfy an elimination period before short-term disability benefits become effective.

Accrued benefit time may be used for the elimination period and may be used to supplement short term disability benefits after that. If there is insufficient accrued time to cover the elimination period, benefit-time-eligible employees will be unpaid until their short-term disability benefits begin. If the University's third party administrator approves the short-term disability claim, the employee will be paid through the third party administrator, not the University, for the length of time the disabled employee will be away from work. When the disability is no longer medically approved, the employee should return to work.

Since faculty members do not accrue benefit time, the University provides paid time for the first two weeks of a continuous leave (the elimination period) before disability benefits begin. Faculty should communicate with department chairs for class coverage.

Upon returning from leave, the employee must have a return-to-work order from their physician before starting work. The University must know the employee is medically cleared to fully resume work.

If an employee is unable to return to work after their FMLA benefit expires, the University may fill the position to meet business needs. When the employee is again able to work, they may apply for any open positions for which they are qualified.

1.5.2.2 Victims' Economic Security And Safety Act (Vessa)

Eligible employees are entitled up to 12 weeks of unpaid leave (which may be taken on an intermittent or a reduced work schedule) in any 12-month period to any employee who is a victim of domestic or sexual violence or who has a family or household member who is a victim of domestic or sexual violence (provided that the employee is not the person accused of such violence). An employee shall provide at least 48 hours' advance notice of the employee's intention to take leave, except in such cases where it is not practicable to provide such notice.

For more information regarding VESSA, please contact the Office of Human Resources.

1.5.2.3 VOTING LEAVE

In general, employees are encouraged to vote outside of working hours. However, employees who are entitled to vote will be provided up to two hours of paid time off to vote if the polls open fewer than two hours prior to the employee's starting time *and* close fewer than two hours after the end of the employee's workday. Employees must notify their supervisor in advance.

1.5.2.4 JURY DUTY

When an employee receives a summons to serve on a jury, the employee must notify their supervisor as soon as possible. When an employee serves jury duty, their full salary will be continued for a period of up to two weeks. Remuneration paid for jury service may be kept by the employee. For jury duty that extends beyond two weeks, individual arrangements will be made by the Senior Director of Human Resources. Jury duty time counts as service towards seniority. Employees are expected to return to their University duties when temporarily excused from attendance at court or when dismissed from jury duty.

1.5.2.5 BEREAVEMENT LEAVE

Paid bereavement leave of up to three days may be granted to an employee for the death of a member of the employee's immediate family. For purposes of this policy, immediate family is defined as a spouse, child, parent, brother, sister, father-in-law or mother-in-law, sister-in-law or brother-in-law, son-in-law or daughter-in-law, grandchild, or grandparent. An employee who wishes to take such leave should consult their supervisor.

1.5.2.6 MILITARY LEAVE

In accordance with applicable law, any employee who is in the United States Armed Forces Reserve, National Guard, or requires time for medical or dental treatment related to a condition, illness, or injury sustained or aggravated during a period of active service, may request a leave of absence without pay (or use accumulated benefit time) for the purpose of full-time active reserve duty. Any employees who require such leave must notify their supervisors as far in advance as possible. The University will credit employees on military leave with the seniority they would have earned had they not been on leave. For periods of leave longer than 30 days, employees must submit a request to return to the Office of Human Resources.

Employees who are a spouse or parent of a service member may be eligible for up to 30 days of unpaid leave when that service member is called to military service lasting more than 30 days.

1.5.2.7 NURSING MOTHERS

Reasonable breaks will be provided to employees requiring time during their regular working hours for the purpose of expressing breast milk or to nurse her child. Employees are eligible to receive such unpaid breaks for up to 3 years following the birth of a child. Please contact the Human Resources Office with any questions or for more information about this policy.

1.5.2.8 SCHOOL VISITS

Employees may be entitled to eight hours of time off during any school year to attend school conferences or classroom activities of their children that cannot be scheduled during non-work hours. No more than four hours may be taken on any given day. Employees may either take benefit time, take unpaid time, or make up the time taken on a different day or shift. In order to take the time, employees must provide their supervisor with a written request at least seven days prior to the requested time off. In an emergency situation, 24 hours' notice is required.

1.5.2.9 PERSONAL LEAVE

In situations where benefit time or FMLA time is not available, it may be possible to arrange for limited personal leave through discussion with the Senior Director of Human Resources, in consultation with the unit Vice President.

1.6 INFORMATION TECHNOLOGY

1.6.1 INFORMATION TECHNOLOGY AND ELECTRONIC COMMUNICATIONS

The University provides a variety of information technology (“IT”) resources to employees to assist them in performing their job duties. These include, but are not limited to, the University’s computers, tablets, mobile devices, computer network, “cloud” computing platforms, email system, internet access, software, storage media and devices, telephones, voicemail, printers, copiers, scanners, and fax machines. All full-time employees are expected to check and respond to email and voicemail messages in a timely manner.

The same policies and principles that apply to employee conduct in general also apply to the use of University-provided and personal IT resources. In addition, please consult the [Information Technology Resources Policy](#) for detailed information regarding the use of email, the University’s network, and other University-provided IT resources.

1.6.2 PERSONAL USE

Use of University-provided IT resources during normal business hours should be limited to work-related matters. Use of University-provided IT resources to access sexually graphic or otherwise offensive or indecent materials is absolutely prohibited. Personal use of the internet and other IT resources during business hours must be kept to a minimum and must not interfere with an employee’s job duties. Similarly, employees are expected to limit their personal use of University telephones.

1.6.3 PERSONAL EQUIPMENT ON CAMPUS

From time to time, employees might bring valuable personal equipment or items to the campus for use in their work responsibilities. The University assumes no responsibility for the theft, damage, or maintenance of such equipment or items.

1.6.4 COPYRIGHT AND LAWFUL USE

All employees’ use of the University’s IT resources must comply with applicable law, including (but not limited to) copyright law. Employees are expected to observe copyright or license agreements and refrain from the unlicensed exchange of copyrighted materials. Employees’ use of the University’s IT resources must also comply with all other University policies.

1.6.5 PRIVACY AND INTELLECTUAL PROPERTY

By using the University’s IT resources, the employee acknowledges and agrees that the University may monitor all use of its IT resources and has the right to access, use, record, store, transfer, disseminate, delete, and dispose of any data or communications sent, received, accessed, viewed, or stored using any of its IT resources, to the full extent allowed by applicable law and in accordance with applicable University policies. It is the expectation of the University that its IT resources furnished to employees in connection with their employment duties will be used for official University business; accordingly, all communications and data generated are University property with no expectation of privacy. Please refer to the portal for the Intellectual Property Policy for specifics on certain rights to materials generated outside of work by faculty and staff.

1.6.6 SOCIAL MEDIA

The University supports the use of social media by its community members as a way to facilitate communication and disseminate information. To promote responsible use of social media to engage with students, employees, and other campus constituencies, the University has developed policies and best practices for professional and personal use of social media platforms. Employees must abide by the Social Media Policy at [CUC Social Media Policy](#).

1.7 SAFETY AND EMERGENCY INFORMATION

1.7.1 ANNUAL SECURITY REPORT

The safety and security of all members of the campus community is of vital concern to the University. Information regarding crime prevention, the law enforcement authority of the Department of Public Safety, policies concerning crime reporting, and campus crime statistics for the most recent three-year period is available in the University's Annual Security Report. The report may be found at [Annual Security Report](#). One may obtain a hard copy of the Annual Security Report from the University Switchboard in Addison Hall.

1.7.2 DRUG-FREE WORKPLACE

The University does not condone the illegal use of any controlled substance. No employee may use, possess, manufacture, distribute, sell, purchase, or be under the influence of illegal drugs while on the University's premises (including University-owned or leased vehicles), or while conducting business for the University. Employees must also comply with all applicable laws prohibiting the use and possession of drugs, generally. Should any employee (faculty, staff, or student) violate this policy, such employee is subject to disciplinary action, up to and including termination.

The University may require employees to submit to a drug or alcohol screen where:

- The University has reasonable suspicion that the employee is impaired due to the use of illegal drugs or alcohol while working.
- The employee has tested positive for the presence of illegal drugs or alcohol within the prior 12-month period.
- The employee is recalled or returning to work following an extended leave of absence.
- The employee has a physical accident during work hours.

If the substance abuse screen reveals a positive result, the test will be verified through a second test. Employees found to have a second positive test result will be subject to disciplinary action, up to and including termination. Employees who refuse to take the substance abuse screen or to sign required consent forms will be regarded as having violated University policy and will be subject to disciplinary action, up to and including termination.

The University is committed to maintaining confidentiality with respect to testing and results and limits access to such information to personnel with a need to know. All drug and alcohol tests are conducted in a manner that complies with applicable laws.

“Illegal drugs” are those drugs or controlled substances, the possession or use of which is unlawful. “Illegal drugs” also includes prescription drugs for which the employee does not have a valid prescription or that are used in a manner inconsistent with prescription directions.

As a condition of employment, each employee is required to abide by the terms of this Section and notify the Senior Director of Human Resources of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction. Any employee so convicted shall be subject to appropriate personnel disciplinary action, up to and including termination, or shall be required to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.

In addition, the University and its employees must comply with the Federal Drug-Free Schools and Campuses Regulations, with the annual policy notification available on the portal.

1.7.3 WORKPLACE VIOLENCE

The University will not tolerate any acts or threats of violence in the workplace, classroom, at social or business functions sponsored by the University (regardless of location), or while any individual is engaged in business with or on behalf of the University. Any person who receives or becomes aware of any threatening communications from an employee, student, or other person is required to report it to their supervisor or to the Office of Human Resources immediately. Do not engage in either physical or verbal confrontation with a potentially violent individual. If an individual is threatening immediate harm to a member of the University community, call 911 immediately.

Furthermore, the University prohibits all persons from carrying a handgun, firearm, chemical, explosive, detonating device, or other weapon of any kind on campus, regardless of whether the person is licensed to carry the weapon. The only exception to this prohibition will be for police officers, security guards, or other persons who have been given written consent by the University to carry a weapon and individuals who are required to carry a weapon pursuant to state law.

Workplace violence includes, but is not limited to:

- Threats of any kind;
- Threatening, physically aggressive, or violent behavior;
- Defacing University property or causing physical damage to the facilities; or
- Bringing weapons, ammunition, explosives, or firearms of any kind on University premises or while conducting University business.

Employees are expected to cooperate in the University’s investigation of any suspected or actual incidents of workplace violence. The University will not tolerate retaliation against any employee who in good faith reports a violation of this policy.

The University maintains that the safety and protection of students and employees is one of our greatest concerns. Therefore, every employee is responsible for working cooperatively with the Director of Public Safety to eliminate unsafe conditions that can cause unnecessary injuries and accidents. It is also the responsibility of all employees to follow federal, state, and local standards, and for supervisors to stay current on these standards, to communicate them to their staff, and to enforce them.

The University complies with the federal Occupational Safety and Health Act of 1970 (“OSHA”) regulations. Every effort is made to keep work areas safe and free from hazards. Supervisors are to assist employees with safety and health requirements. Employees are expected to observe all applicable safety requirements and to immediately report any unsafe or hazardous condition to the appropriate supervisor.

1.7.4 UNSCHEDULED CLOSINGS

Employees are encouraged to enroll in the Emergency Communication System to receive emergency information through personal cellular telephones via text and voice messages. Please look for instructions on the portal. Employees can receive updated information on University services closings, activity cancellations, or program cancellations, as well as instructions on expectations for reporting to work, by dialing (708) 488-4103 at any time. If the service is busy, redial. The University also sends closing information via email to all employees.

The University may determine that it must close, cancel, reschedule, suspend, or change modality for certain classes or services due to weather conditions or other circumstances. The University will also use the broadcast media’s Emergency Closing Center Information to announce emergency and unscheduled closings.

Whenever possible, the University will decide on an unscheduled closing at least two hours before the class or event and begin the notification process immediately upon making the decision. Most likely this notification will take effect for 8:00 a.m. and 6:00 p.m. classes, but could be implemented for any class period or event on either the main campus or at an off-campus site.

1.7.5 EMERGENCY PROCEDURES

1.7.5.1 ACCIDENT OR INJURY

An employee who believes that he/she has suffered a work-related accident or injury on campus must notify their supervisor as soon as practicable and complete an incident report with the Department of Public Safety. Public Safety will provide aid and notify appropriate University personnel, arranging immediate outside assistance if necessary. For life-threatening injuries, call 911 immediately.

1.7.5.2 EMERGENCY GUIDE

There is an *Emergency Guide* in every classroom and office. Employees must follow the procedures in this guide for the various circumstances that it covers.

1.7.6 SMOKE-FREE CAMPUS

To protect the health and safety of students, faculty, staff, and visitors on campus, and to create a cleaner and more sustainable campus environment, the campus of Concordia University Chicago campus is smoke-free.

“Smoking” refers to the carrying, smoking, burning, inhaling, or exhaling of any kind of lighted pipe, cigar, cigarette, electronic smoking devices (including vaping, e-cigarettes, and vaporizers), hookah,

cannabis, herbs, leaf-like substances, and or lighted smoking equipment. All forms of smoking are prohibited and may be subject to confiscation and/or disposal.

Scope of Policy:

Smoking as defined above is prohibited on all property owned or leased by Concordia University Chicago, including (but not limited to):

- all interior space on campus;
- all outside property or grounds owned by the University, including areas such as walkways, parking garage and parking lots, and patios;
- all vehicles leased or owned by the University;
- all personal vehicles while on University property;
- all indoor and outdoor athletic facilities.

The Drug-Free Schools and Communities Act prohibits cannabis use, possession, and/or cultivation at educational institutions or on the premises of any institution that receives federal funds. Medicinal marijuana is also prohibited on-campus or at any University sponsored event per the Medical Marijuana policy.

This smoking policy applies to all faculty, staff, students, guests, and vendors who visit Concordia University Chicago. Consequences for any violation of this policy include, but are not limited to: warnings, fines, confiscation, and/or removal from campus.

1.7.7 ALCOHOL USE

The possession or consumption of alcohol on the campus, or reporting to work under the influence of alcohol, violates University policy and is absolutely forbidden. Disciplinary action, up to and including discharge, may result from infringement of this policy. This policy does not apply to wine used for sacramental purposes, nor to alcoholic beverages served at University-sponsored functions or by the University food service providers. However, those who choose to consume alcoholic beverages must be of legal age and should do so in moderation, ensuring that such consumption will not affect their job performance or the safety of themselves or others (*e.g.*, avoid consumption before operation of heavy or dangerous equipment, driving, etc.).

1.7.8 BLOOD-BORNE PATHOGENS

Current medical evidence indicates that the actual safety risks created for the transmission of the Hepatitis B (HBV) or HIV (AIDS) viruses are low in the University's normal academic and employment setting. Any employee (including student workers) who may be exposed to bodily fluids in the course of employment duties will be given protective wear in order to minimize the risk of transmission of communicable disease. The University will make available the Hepatitis B vaccination series to all employees who have been identified as having the potential for occupational exposure and will otherwise comply with applicable OSHA standards.

1.7.9 EMPLOYEE RIGHT-TO-KNOW LAWS: HAZARDOUS MATERIALS

In the interest of University employees and students, the University shall comply with the requirements of the federal Hazard Communication Standard (“HCS”). Any known variations from the HCS shall be reported to the Chief Financial Officer (“CFO”) or designee for information and resolution.

- a. Such HCS materials shall not be used in any public area, including a classroom or laboratory or studio, without prior consultation with the Director of Facilities.
- b. Students shall not be permitted to bring HCS products to laboratories, studios, classrooms, and other group work or learning stations unless:
 - i. The product was provided by the instructor or laboratory assistant;
 - ii. Previous arrangements were made with the instructor and the Director of Facilities, and a Safety Data Sheet (“SDS”) is included in the official classroom SDS binder and the master campus SDS binder.

The University’s policy and procedures adopted for compliance with the “Emergency Planning and Community Right-to-Know Act” are placed under the general direction of the CFO, with delegation of implementing portions of the requirements made to appropriate University staff.

1.7.10 SECURITY ESCORT

Security escorts are intended to create a safer walking environment for members of the campus community who are traveling to and from a parking area, residence hall, campus building, or off-campus housing units. Use of this service is highly recommended for people feeling uncomfortable walking alone to any of the above destinations. A security escort can be obtained by calling (708) 209-3039 for the Campus Operator and someone will be dispatched when available.

2 STAFF SECTION

2.1 HIRING

Consistent with the Illinois Human Rights Act, Concordia University Chicago does not discriminate, or tolerate discrimination, against any member of its community on the basis of race, color, religion, sex, national origin, ancestry, age, order of protection status, marital status, physical or mental disability, military status, sexual orientation, pregnancy, or unfavorable discharge from military service in matters of admissions, employment, or in any aspect of the educational programs or activities it offers, subject to the University's First Amendment rights as a church-affiliated institution.

The University is an institution of the Lutheran Church—Missouri Synod and, to the extent allowed by law, reserves the right to give preference in employment based on religion. Accordingly, as a nonprofit faith-based employer, the University reserves the right to explore and take into consideration the public expression of religious values, faith, and convictions, as well as the personal conduct of applicants and employees in order to employ only those individuals who support, advance, and live in a manner consistent with our mission and values.

2.2 STAFF EMPLOYEES WHO ADJUNCT

With written approval from an employee's supervisor and the Senior Director of Human Resources, any regular full-time exempt employee in good standing for job performance will be permitted to teach a class or classes at Concordia University Chicago. This is dependent on academic dean approval of the class assignment. Part-time and non-exempt staff members may not teach classes.

2.3 TIMESHEETS

All staff employees are required to submit an electronic timesheet for each pay period. Exempt personnel should log any time away from work (benefit time, jury duty, illness, FMLA) but not regular hours. Non-exempt personnel should record actual hours worked each day. Both the employee and the employee's supervisor must sign the timesheet record. Failure to report time off or falsifying a time sheet is considered a serious violation of University policy and an employee shall be subject to discipline, up to and including termination.

2.4 OVERTIME

It is sometimes necessary for non-exempt employees to work beyond their normal work schedule on a given day or week. Although the University will attempt to fill overtime needs on a voluntary basis, any employee may be required to work overtime when the need arises. Non-exempt employees will be paid one and one-half times their regular rate of hourly pay for all hours worked in excess of 40 per week. Employees may not work overtime hours unless specifically authorized in advance by their supervisor. Paid time off is not considered "hours worked" for purposes of calculating overtime pay for a particular week.

Failure to report for overtime duty, whether volunteered or assigned by the University, will be considered an absence. Failure to work scheduled overtime or overtime worked without prior authorization from a supervisor may result in discipline, up to and including termination.

2.5 PERFORMANCE MANAGEMENT

2.5.1 INITIAL REVIEW PERIOD

The first 90 days of continuous employment at the University are a probationary period. The employee's supervisor will monitor the employee's performance closely during the probationary period. At the end of the 90-day period, the employee's supervisor will conduct an Initial Review Period evaluation. Completion of the probationary period does not entitle the new employee to work for the University for any definite period of time, and no salary increase is connected to the employee's Initial Review.

2.5.2 ANNUAL EVALUATIONS

Each staff employee should be formally evaluated at least once per year by his/her supervisor(s). All employees are required to follow the process and complete the forms as provided by the Office of Human Resources. All original documents will be sent to the Human Resources Office to be placed in the employee's personnel file.

2.5.3 DISCIPLINARY ACTIONS

When an employee's performance or conduct does not meet the University's expectations, discipline may result. There is no formal progressive disciplinary process. The primary purpose of discipline is to assist employees in improving their performance. Disciplinary action (such as a verbal warning, a written warning, suspension, termination) will be tailored to the situation, depending on the severity of the offense and the past disciplinary history of the employee. Even a single offense, if sufficiently serious, can warrant severe discipline, up to and including termination.

2.6 BENEFIT TIME AND ATTENDANCE

The University believes that its employees are critical to a great organization. Consistent attendance and punctuality are imperative to our daily operations, as well as providing a robust university experience to all of our stakeholders. A balance between work and non-work activities is essential to maintain a positive work environment and quality performance. To support this philosophy, the University designed a benefit time (paid time off) plan that incorporates vacation, personal, and sick leave into one program. All eligible employees are encouraged to use earned benefit time to support a healthy work and life balance.

2.6.1 ELIGIBILITY AND ACCRUAL SCHEDULE

All regular exempt and non-exempt staff members are eligible for benefit time. Regular full-time staff accrue benefit time based on service years according to the following schedule. Regular part-time staff will accrue a prorated amount of benefit time based on the schedule below and their regularly scheduled hours.

Service Year	Accrual (%)	Accrual in hours per biweekly pay period
1-3	7.06	5.64 hrs. per pay period or 18.5 days annually
4	7.54	6.03 hrs. per pay period or 19.75 days annually
5	8.02	6.42 hrs. per pay period or 21.00 days annually
6	8.49	6.79 hrs. per pay period or 22.25 days annually
7	8.97	7.18 hrs. per pay period or 23.50 days annually

8	9.24	7.39 hrs. per pay period or 24.02 days annually
9	9.51	7.61 hrs. per pay period or 24.73 days annually
10	9.79	7.83 hrs. per pay period or 25.45 days annually
11	10.06	8.05 hrs. per pay period or 26.12 days annually
12	10.33	8.26 hrs. per pay period or 26.85 days annually
13	10.61	8.49 hrs. per pay period or 27.59 days annually
14+	10.88	8.70 hrs. per pay period or 28.28 days annually

For purposes of this policy, the year begins on the employee's anniversary date and not the calendar year. Accrued benefit time is shown in hours on the employee's payroll stub and the portal.

The maximum benefit time accrual will be capped based on regularly scheduled work hours to encourage usage throughout the year. At any one time, accrued benefit time will be capped at 176 hours (approximately 22 days) for full-time staff; 132 hours (approximately 16.5 days) for part-time staff up to 29 hours per week; and 88 hours (approximately 11 days) for part-time staff up to 20 hours per week. Once the cap is reached, any amount accrued above that will be forfeited until the balance falls below the cap. The benefit time caps are the maximum amount of time that can be rolled over to the next fiscal year. Non-exempt employees may elect to use accumulated benefit time in one-hour increments. Exempt employees are permitted to use accumulated benefit time only in half-day (4 hour) increments.

At separation, accrued benefit time up to the applicable cap will be paid out to the employee.

There are certain positions which do not accrue benefit time and have their own separate departmental benefit time policies approved by the Senior Director of Human Resources. They include Campus Pastor, Athletic Coaches and Assistant Coaches, Residence Hall Directors, Director of Piano Music Programs, and Piano Teachers. The University President and Vice Presidents do not accrue benefit time.

2.6.2 USE OF BENEFIT TIME

Generally, all benefit time requests must be preapproved by and prescheduled with the employee's supervisor. Approval for all scheduled time off is subject to applicable workloads and departmental needs. It is the responsibility of each employee to report all absences to their supervisor or next level of supervision if their supervisor is unavailable. All employees must accurately record their benefit time usage in their timesheets.

2.6.2.1 PLANNED BENEFIT TIME

To request planned time off, employees should request and receive approval in advance of the planned time off. Employees are encouraged to submit time off as far in advance as possible to aid in departmental planning.

2.6.2.2 UNPLANNED BENEFIT TIME

If an employee is unable to report to work or will be tardy, the employee must notify their supervisor via their preferred method (phone, text, or email) as soon as is possible and no later than 15 minutes before the employee's normal start time. This procedure must be followed *each day of the absence* unless the supervisor has provided pre-approval. Employees who are absent from work due to injury or illness

lasting three or more consecutive work days may be required to provide a note from his/her health care provider confirming they are cleared to resume work and any required accommodations.

Any staff member who misses three or more consecutive workdays without contacting their supervisor and/or the Human Resources Office may be regarded as having voluntarily resigned their employment. Failure to comply with this policy may result in delay or denial of requested time off and/or discipline up to and including termination.

2.6.2.3 LEAVES OF ABSENCE

For further information regarding various leaves of absence (Jury Duty, Bereavement Leave, and FMLA), please refer to Section 1.5.2 or contact the Human Resources Office. Employees may wish to maintain 80 hours (approximately ten days) of accrued benefit time to allow for continuous payment from the time of any sickness or disability until the time when the disability plan payments begin accruing for the covered employee.

2.7 JOB OPPORTUNITIES, TRANSFERS, AND PROMOTIONS

2.7.1 JOB OPPORTUNITIES

When a position is vacated, the department will first assess the current necessity of the position and whether any adjustments to the position are required. Once the decision is made to fill the open position, the hiring manager must submit the required documentation to the Office of Human Resources for approval and posting of the position. All changes in compensation will be consistent with the University compensation guidelines.

For internal and external postings, the Human Resources Office will post the position to the University's internal applicant tracking system and send an open position email to current faculty, adjuncts, and staff. Internal only postings are generally posted for five business days and if a qualified candidate is not produced within that timeframe, then the position will be posted externally. External postings are posted on the University's website, other applicable websites, and job boards. External job postings are generally posted for one month dependent on the applicant responses received.

2.7.2 TRANSFERS AND PROMOTIONS

Current employees are encouraged to apply for open positions for which they are qualified. Employees should have at least one year of service in their current position prior to applying. To apply for an internal posting, the employee must apply online and submit a current cover letter, resume, and references with their online application.

Job performance and applicable job skills are significant factors in establishing candidacy for other positions at the University. If an employee is selected for an interview with the hiring manager, the employee must notify his or her current supervisor that he or she has applied for another position on campus. If an employee is hired for the position, the two supervisors and the Human Resources Office will work out a mutually agreeable transfer date before beginning the new position. Promotions or transfers are made on the basis of performance in the employee's present position, the acceptance of responsibility, demonstrated initiative, and the needs of the University.

2.7.3 DIRECT PROMOTIONS

A direct promotion may be made with or without a job posting. The hiring manager must obtain approval of the second level supervisor, if applicable, and work with the Office of Human Resources to make the promotion effective. A promotion is awarded to an employee in recognition of their ability, skills, exceptional job performance, and other relevant qualifications. Any employee who receives a direct promotion is subject to the same requirements as an outside candidate for the vacancy that exists. Employees can choose to accept or decline offers without repercussions in their current position.

2.8 EMPLOYEE SERVICE ON UNIVERSITY COMMITTEES

Staff may be invited to serve on University committees on a voluntary basis throughout the academic year. While participation in committee service is valued and appreciated, employees are still expected to perform their regular duties.

2.9 STAFF COUNCIL

The Staff Council meets monthly and is composed of 12 staff members, of which six are elected by the staff and six appointed by the University President. The Senior Director of Human Resources serves as an advisor to the Council and acts as a liaison between the Administration and the Council. The Staff Council's focus is to present issues to the Administration on behalf of the Staff and to review new ideas and issues presented by the Administration. Staff are encouraged to share ideas with the Council. The Council also sponsors staff forums and other social activities.

2.10 SEPARATION FROM THE UNIVERSITY

2.10.1 EMPLOYMENT AT WILL

Unless otherwise stated in a written employment contract with the University, University staff members are employed "at will," and employment may be terminated by either the employee or the University at any time, with or without cause or notice.

2.10.2 VOLUNTARY – RESIGNATION

Staff members that choose to leave their employment with the University are encouraged to provide a minimum of two weeks' advance written notice. Employees shall submit their notice to their supervisor and the Office of Human Resources.

2.10.3 VOLUNTARY – RETIREMENT

A staff member may elect to retire at any time after age 55, provided they qualify under both applicable law and the University's retirement plan. Staff members who are considering retirement are encouraged to contact their supervisor and the Office of Human Resources for more information about making the transition to retirement without interruption in pension payments or medical benefits.

It is the policy of the University to give a cash benefit to retiring regular, full-time staff employees as follows:

At least 5 years and up to 15 years	½ month's salary at time of retirement
16 through 20 years University service	1 month's salary at time of retirement
21 through 25 years University service	2 month's salary at time of retirement
26 through 30 years University service	3 month's salary at time of retirement

Over 30 years University service	4 month's salary at time of retirement
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3 FACULTY SECTION

3.1 CONTINUITY OF POLICIES

To preserve its ability to meet future needs under changing conditions, should the need arise to reconsider a practice or statement of the Employee Handbook for the good of Concordia University Chicago in light of its mission and institutional integrity, the University reserves the right to change, modify, revoke, suspend, or terminate any policies or portion of this Handbook at any time as it deems appropriate, in its sole discretion.

As part of its due diligence, the Board shall present its rationale for any changes to this Faculty Section in a written and timely manner. This Handbook is not a contract, and its contents should not be interpreted as a contract between the University and any of its employees.

Instead, the policies in this Handbook are intended to be guides to management and not a guarantee of, or contract for, the continuity of benefits or rights. All policies contained in this handbook shall be interpreted and applied in compliance with all state and federal employment laws. Summary statements of insurance and retirement plan benefits are meant to be summaries only. Specific questions on these benefits are covered in detail in the individual policies and plan.

3.2 COLLEGES OF THE UNIVERSITY

The University has four colleges: the College of Business, the College of Education, the College of Health, Science & Technology, and the College of Theology, Arts & Humanities. The dean of each college is responsible for carrying out the policies approved by the Board of Regents and for supervising the operation of the college. Divisions and programs within a college may be created or eliminated from time to time.

3.3 FACULTY EMPLOYMENT

3.3.1 HIRING

Consistent with the Illinois Human Rights Act, Concordia University Chicago does not discriminate, or tolerate discrimination, against any member of its community on the basis of race, color, religion, sex, national origin, ancestry, age, order of protection status, marital status, physical or mental disability, military status, sexual orientation, pregnancy, or unfavorable discharge from military service in matters of admissions, employment, or in any aspect of the educational programs or activities it offers, subject to the University's First Amendment rights as a church-affiliated institution.

The University is an institution of the Lutheran Church—Missouri Synod and, to the extent allowed by law, reserves the right to give preference in employment based on religion. Accordingly, as a nonprofit faith-based employer, Concordia reserves the right to explore and take into consideration the public expression of religious values, faith, and convictions, as well as the personal conduct of applicants and employees in order to employ only those individuals who support, advance, and live in a manner consistent with our mission and values.

All decisions of Concordia University Chicago, including those regarding faculty employment, are made to further the University's mission. Faculty are expected to live in a manner consistent with the

University's theological commitments. Concordia University Chicago seeks to fill open faculty positions (either with a new hire or by reassignment/reclassification) with candidates who are well qualified in their field of study, outstanding teachers in their discipline, and steadfast supporters of and contributors to the University's Lutheran identity and Christian mission, vision, and values.

3.3.2 FACULTY CLASSIFICATIONS

The University employs and supports four categories of faculty.

3.3.2.1 TENURE-TRACK FACULTY are those teaching faculty who are appointed to a tenure-track position, including those eligible to be tenured and those already tenured. They have up to three-year contracts and hold the ranks of professor, associate professor or assistant professor. The normal teaching load of tenure-track faculty is a total of eight course sections (or 24 credit hours) per academic year. In addition, service to the university and scholarship/creative work (and other contributions to the profession), equivalent in time commitment to two course sections (or six credit hours), are also expected. Tenure-track faculty must complete the University's mission and identity program as required by the University. Their performance and development as a teacher, scholar, and active member of the community is evaluated by academic peers of equal or higher rank and administrators at regular intervals.

3.3.2.2 AFFILIATE FACULTY are those faculty appointed to full-time teaching positions that do not carry eligibility for tenure. They have one- or two-year contracts and may be considered for reappointment. Academic ranks include affiliate professor, affiliate associate professor, affiliate assistant professor, assistant professor of practice, associate professor of practice, instructor, and fellow. An assistant or associate professor of practice is an affiliate full-time faculty member who is qualified to teach within a program, brings at least 15 years of industry experience from outside of academia, but lacks an appropriate terminal degree.

Expectations for teaching, service, and scholarship/creative work (or other contributions to the profession) are consistent with faculty rank and specified by the college to which they are appointed and detailed in the job description of the position at the beginning of the affiliate's contract. Affiliate faculty must complete the University's mission and identity program as required by the University. Affiliate faculty may apply for and be appointed to a tenure-track faculty position upon the approval of the Board of Regents. Their performance and development as a teacher, scholar, and active member of the community is evaluated by academic peers of equal or higher rank and administrators at regular intervals.

3.3.2.3 VISITING FACULTY are those teaching faculty appointed to a one-year full-time position with the possibility for reappointment for up to one additional year. The normal teaching load is a total of ten course sections (or 30 credit hours) per academic year. Visiting faculty may apply for and be appointed to a tenure-track or affiliate faculty position upon the approval of the Board of Regents. Approval is normally contingent upon completion of the mission and identity program.

3.3.2.4 ADJUNCT FACULTY are those teaching faculty who hold part-time temporary positions. The maximum teaching load for adjunct faculty will vary but must comply with all applicable laws, including the Affordable Care Act. The University reserves the right to evaluate performance of adjunct faculty and provide professional development as needed.

3.3.3 FACULTY RANKS

University faculty includes fellow status and four levels of rank.

3.3.3.1 A FELLOW is an affiliate faculty member. As a scholar or recognized intellectual, this person works with and in the centers of the various colleges. A fellow generally has no service obligations or voting privileges within the University.

3.3.3.2 AN INSTRUCTOR is an affiliate faculty member who is qualified to teach within a program, but who lacks an appropriate terminal degree. An instructor has voting privileges within the University.

3.3.3.3 AN ASSISTANT PROFESSOR is a tenure-track or affiliate full-time faculty member who has earned a terminal degree and is developing a program in instruction, service, scholarly research, creative arts, or other professional contribution toward advancement in rank as an affiliate faculty member or advancement and tenure as a tenure-track faculty member. An assistant professor has voting privileges within the University.

3.3.3.4 AN ASSOCIATE PROFESSOR is a tenure-track or affiliate full-time faculty member who has spent a minimum of four years at the rank of assistant professor (service at other institutions may be recognized at the discretion of the Chief Academic Officer), has developed a faculty profile in teaching, service and/ or creative activity that is recognized locally (i.e., across the university) and regionally or nationally, is active in campus and discipline-associated organizations or bodies and has completed all activities required for advancement in rank as an affiliate or tenure-track faculty member. An associate professor has voting privileges within the University.

3.3.3.5 A PROFESSOR is a tenure-track or affiliate full-time faculty member who has at least six years of service at the rank of associate professor (service at other institutions may be recognized at the discretion of the Chief Academic Officer), has developed a faculty profile in teaching, service and/ or creative activity that is recognized locally (i.e., across the university) and regionally or nationally, is a leader in campus faculty committees and bodies, a leader in discipline-associated organizations and has completed all activities required for advancement in rank as an affiliate or tenure-track faculty member. A professor has voting privileges within the University.

3.3.4 EVALUATION OF FACULTY PERFORMANCE (ANNUAL)

3.3.4.1 PROCESS

Deans and division chairs review faculty annually. This expectation means that:

- A. Each term, the University provides opportunities for students to participate in course evaluations, and the results are shared with faculty members.
- B. Each year, every full-time faculty member will have an administrator and colleague provide a teaching evaluation.
- C. Each year, every full-time faculty submit the Annual Faculty Performance Review form to their respective Chair and Dean.

After reviewing course evaluations and the Annual Faculty Performance Review form, the Chair provides feedback that each faculty member is required to address and document in the coming year. These actions

allow faculty members to have feedback related to their teaching in a specific moment and ensure that faculty members have ongoing intentional conversations that enable them to reflect on and improve their teaching over the arc of their careers.

3.3.4.2 CRITERIA

The Annual Faculty Performance Review must address the following:

- A. Documentation of teaching performance (includes review of course evaluations and review of teaching observations by at least one peer and one administrator). The faculty member will receive formal feedback on quantity and quality of instruction.
- B. Documentation of service, which includes membership on University committees and boards, coordination of university programs (e.g., student teaching, etc.), services contracted from Concordia with local organizations, attending university sponsored events, etc. Other forms of service can include consultation on policy or administrative boards, editorial boards, review panels, ad hoc reviews, leadership in discipline-related organizations, etc. The Chair will provide the faculty member feedback on the quantity and quality of service (Note: The faculty member may be directed to engage in less service activity to focus on other position-related priorities). Overall, service should equate to approximately 10% of a faculty member's overall work.
- C. Documentation of scholarship/ creative activity, which will vary substantially by discipline (see section below for basic examples) and necessitates substantive feedback from the Chair and Dean regarding the quantity and quality of scholarship/ creative activity. Overall, research/ creative activity should equate to approximately 10% of a faculty member's overall work.
- D. Documentation of completion of the University's mission and identity program within two years of the faculty member's initial contract.

3.4 FACULTY PORTFOLIO: INITIAL APPOINTMENT AND CONTRACT RENEWAL

All initial faculty appointments will be for one year. Renewal beyond that year requires approval of the Board of Regents. The University may renew full-time faculty contracts for one, two, or three years. The processes of annual faculty evaluation, contract renewal, advancement in rank, and application for tenure all necessitate that each faculty member develop and update annually a professional portfolio.

At initial appointment (Year 1), each faculty member must prepare a professional portfolio that includes:

- 1) Curriculum vitae (standard format)
- 2) Statement of Teaching Philosophy
- 3) Statement of Research/Creative Work

For contract renewal, each faculty member will update the above materials and also include:

- 4) Dean's recommendation letter
- 5) Summary/Analysis of Annual Faculty Performance Reviews. This statement can include:
 1. Information from Annual Faculty Performance Reviews, including comments/ guidance from the Chair and Dean
 2. Personal narrative (<1500 words) addressing the following:
 - a. What major contributions were made to the mission of CUC in this evaluation period?

- b. What milestones of career development were achieved?
- c. What do you plan to accomplish in your discipline and/or at this institution in the next contract period (one to three years)?
- d. How do your teaching and research, artistic activity, or other professional contributions strengthen the Lutheran identity and advance the Christian mission of CUC?

3.5 FACULTY PORTFOLIO: ADVANCEMENT IN RANK

Candidates for advancement in rank generally must follow a path of regular progress toward scholarly goals, creative production, or expert contribution (to their profession), with a view towards achieving the highest levels of academic, artistic, or professional achievement. Artifacts of scholarly and/or creative work or professional expert contributions must be consistent with the faculty member's discipline, the Christian's vocations, and shared pursuit of the larger mission of the University. The entire body of scholarly, creative, or professional work must aim toward the status of being recognized and valued by peers in the faculty member's field of study and discipline.

Candidates for advancement must also demonstrate a growing and ongoing commitment to the mission and identity of Concordia. This will be evidenced by participation in the University's mission and identity program, service on various committees (for tenure-track faculty), and participation in the institutional life of the University.

Faculty applying for advancement in rank shall prepare a portfolio that includes:

- 1) Curriculum vitae (standard format)
- 2) Statement of Teaching Philosophy
- 3) Statement of Research/ Creative Work
- 4) Dean's recommendation letter
- 5) Division Chair recommendation letter
- 6) Letter of recommendation from the University Peer Review Committee
- 7) Statement of Summary/Analysis of Annual Faculty Performance Reviews. This statement can include:
 - a. Information from Annual Faculty Performance Reviews, including comments/ guidance from the Division Chair and Dean.
 - b. Personal narrative (<1500 words) addressing the following:
 - i. How have you grown in your vocation as professor over the course of your time at your current rank?
 - ii. What is distinct about the way you teach your discipline at CUC? How do your research, artistic activity, or other professional contributions serve your discipline?
 - iii. How has your work as a faculty member enhanced the profile of Concordia University at a regional or national level?
 - iv. How will you enhance the profile of CUC in the years to come? What do you plan to accomplish over the next few years?
- 8) Exhibit: One representative artifact of scholarly/creative work or expert contribution to the profession.

3.6 ADVANCEMENT IN RANK

The University will develop evaluation rubrics to be shared with faculty. Upon recommendation of the Chief Academic Officer, the Board of Regents must approve advancements in rank.

3.6.1 INSTRUCTOR TO ASSISTANT PROFESSOR

To serve as an Assistant Professor, a faculty member must be able to document a deliberate movement toward the development of significant scholarly or creative work by:

- A. Demonstrating an ongoing commitment to professional growth in teaching, student success, and institutional service
- B. Completing a terminal degree
- C. Identifying fields of specialization and establishing the foundation for a research agenda or a plan directed towards the production of creative work
- D. Participating in the University's Mission and Identity Program

3.6.2 ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR

To achieve the rank of associate professor, candidates must have developed a prominent professional profile that is acknowledged and appreciated by peers at the local, regional and/ or national levels. They will also have completed Concordia's mission and identity program. A candidate's artifacts will include credible and valuable contributions published in peer-reviewed journals or by reputable publishing companies and/or leadership in professional organizations and conferences. The assignment of the rank of Associate Professor signifies the candidate has made progress toward a high level of scholarly work in a particular discipline by:

- A. Demonstrating an ongoing commitment to professional growth in teaching, student success, institutional service, and the University's Christian mission and Lutheran identity
- B. Publishing articles in peer-reviewed journals in the faculty member's field of study and discipline, contributing chapters to peer-edited academic books, or producing creative works that are recognized by the larger academic or artistic community as significant contributions to the discipline
- C. Presenting at one or more regional, national, or international conferences in the faculty member's field of study and discipline or something comparable in the arts (e.g. gallery display, recital, production, etc.)

3.6.3 ASSOCIATE PROFESSOR TO PROFESSOR

To achieve the rank of professor, candidates must continue the work they began as an assistant professor and associate professor. Because the rank of professor denotes the highest standard of excellence in the University, the institution only grants this status to scholars whose work, over the course of that individual's career and service to the university, has been recognized by a larger scholarly community as making an important contribution to their ongoing discourse and creative expression. It represents the highest stage of an intellectual and artistic journey, one marked by integrity and persistence. Likewise, this status serves as an emblem of the ideal that the university desires to remain a community of Christians committed to scholarship and creative work and its benefits. The assignment of the rank of professor signifies that the trend of the candidate's professional research or creative work marks progress toward a high level of scholarship or artistic production in a particular discipline by:

- A. Demonstrating an ongoing commitment to professional growth in teaching, student success, institutional service, and the University's Christian mission and Lutheran identity
- B. Continuing to publish in peer-reviewed journals in the faculty member's field of study and discipline, contributing to peer-edited academic books, or producing pieces of creative work
- C. Continuing to present at regional, national, or international conferences in the faculty member's field of study and discipline or something comparable in the arts (e.g. gallery display, recital, production, etc.)
- D. Participating in larger conversations and activities in the faculty member's field of study and discipline or art through any one or more of the following: serving in a leadership capacity in a professional organization, helping to organize a conference, serving in an editing capacity for a scholarly journal or a collection of essays with an academic publisher, serving as a consultant to other academic groups, schools, or institutions, contributing to academic textbooks, publishing a peer-reviewed book with an academic publisher, serving as a "fellow" or a "scholar" in a nationally recognized academic research/ professional development program, serving as an artist in residence, etc.
- E. Finally, the university emphasizes that a faculty member's achieving the rank of professor in no way negates the benefit or necessity of further scholarship. A professor's work must retain the characteristics that led to the achievement of this rank and demonstrate an ongoing commitment to pursuing a scholarly and creative trajectory that serves as a model for other faculty.

3.7 TENURE

Tenure provides faculty with a reasonable expectation of continued employment. Upon successful completion of the tenure application process, tenured faculty receive three-year contracts, which are renewable on an annual basis. In recognition of this increased job security, tenured faculty are expected to fulfill certain obligations in connection with their teaching, research, and service. Tenured faculty are expected to exhibit exemplary pedagogy, collegiality, and service to the University, maintain an active research agenda or continue to produce creative work, and play an active role in the advancement of the University's Christian mission and Lutheran identity, as well as its academic profile as a Christian university.

Tenure is available only to full-time tenure track faculty at the rank of associate professor or professor. All tenure track faculty are expected to serve as regular faculty for at least seven years before applying for tenure, although in unusual circumstances an earlier application may be considered. The University may, at the Chief Academic Officer's discretion, recognize credit for full-time service at other colleges or universities. Upon recommendation of the Chief Academic Officer, the Board of Regents must approve the award of tenure.

Faculty applying for tenure shall prepare a portfolio that includes:

- 1) Letter of Application
- 2) Curriculum vitae (standard format)
- 3) Statement of Teaching Philosophy
- 4) Statement of Research/ Creative Work
- 5) Dean's recommendation letter
- 6) Division Chair recommendation letter
- 7) Letter of recommendation from the University Peer Review Committee
- 8) Letter of recommendation from peer at another college or university

- 9) Statement of Summary/Analysis of Annual Faculty Performance Reviews. This statement can include:
 - a. Information from Annual Faculty Performance Reviews, including comments/ guidance from the Division Chair and Dean.
 - b. Personal narrative (<1500 words) addressing the following:
 - i. How have you grown in your vocation as professor over the course of your time at your current rank?
 - ii. What is distinct about the way you teach your discipline at CUC? How do your research, artistic activity, or other professional contributions serve your discipline?
 - iii. How has your work as a faculty member enhanced the profile of Concordia University at a regional or national level?
 - iv. How will you enhance the profile of CUC in the years to come? What do you plan to accomplish over the next few years?
- 10) Exhibit: Two representative artifacts of scholarly/ creative work or expert contribution to the profession
- 11) Exhibit: Two representative artifacts demonstrating applicant's commitment to the University's Christian mission and Lutheran identity (e.g. MIP capstone project; scholarly or creative work; completion of colloquy program; et cetera)

3.8 POST-TENURE REVIEW

Tenured associate professors are reviewed every three years after receiving tenure. Tenured professors are reviewed every five years.

The required documentation for post-tenure review consists of the following items:

- A. A letter explaining the faculty member's continued commitment to the University's Christian mission and Lutheran identity;
- B. A performance review and letter from the chair of the University Peer Review Committee;
- C. A letter of support from the dean;
- D. Examples of recent scholarship or creative work (produced since receiving tenure).

Faculty who meet and exceed the criteria for post-tenure review will maintain their tenure status. Faculty whose performance is deemed insufficient by the Chief Academic Officer will be placed on probationary status for two years. During this probationary period, the faculty member's contract will not be renewed during the annual renewal cycle. The Dean and the Chair of the University Peer Review Committee will develop a plan to remediate the deficiencies, which will include benchmarks for measuring performance improvement and a schedule for periodic meetings with the faculty member to discuss progress toward the identified goals. If, at the conclusion of the two-year period, the goals of the plan have not been met, the faculty member's tenure status will terminate and the faculty member's appointment will revert to that of a non-tenured faculty member. The University will determine the length of the faculty member's next contract or may decide not to renew the contract. Faculty who are offered a non-tenured contract may apply for tenure status at the next reappointment cycle.

3.9 DISTINGUISHED PROFESSOR

The Faculty has established the title "Distinguished Professor" to honor their colleagues. The following stipulations pertain:

3.9.1 CRITERIA

A. Criteria for appointments:

1. Must have given at least 10 years of service to Concordia as a teacher (major share of service load acquired via teaching).
2. Must hold the rank of full professor.
3. Must be on the faculty roster at the University at the time of the appointment.
4. Must demonstrate exemplary contributions to the University.

3.9.2 PROCEDURES

B. Procedures:

1. The Academic Cabinet or the Distinguished Awards Committee nominates the candidates.
2. The Chief Academic Officer shall conduct the election through the Faculty Elections Officer.
3. At least fifty percent (50%) of the eligible faculty must vote to make the election valid.
4. Candidates are recommended by a ballot vote of members of the university faculty. The prospective appointee must acquire 2/3 affirmative votes of those casting Ballots.
5. The Board of Regents approves candidates elected by the University faculty.
6. The election results must remain confidential until the Board of Regents has approved the honor and the President has contacted the elected professor(s). Prior to the public announcement, the Distinguished Awards Committee shall confer with the University Marshal to prepare the logistics for the Award presentation.

C. Conferral:

The University confers the title at the annual spring commencement or other occasion as determined by the President.

D. Maximum number:

Not more than 20% of full professors on the faculty may hold the title “Distinguished Professor” at one time.

3.10 SABBATICALS

A. Eligibility:

Faculty members are eligible to apply for sabbatical leave in the tenth year of full-time service at any Synodical college, university, or seminary. The ten years will not include any time on full study leave from the Synodical institution.

B. Type of Leave:

Faculty members may apply for a full year (July 1- June 30) leave of absence at half salary or a one-semester leave of absence at full salary.

If the granting of a sabbatical is delayed, the applicant begins accruing time for eligibility for a subsequent sabbatical application from the time of the initial application.

C. Procedures:

The Chief Academic Officer will annually publish information regarding eligibility for sabbatical leaves. Faculty members may apply for sabbatical leave for the subsequent academic year by completing an application available from the Office of the Chief Academic Officer and submitting it to that office no later than September 10th of the academic year prior to the year of the requested leave. This application must include the purpose of the projected leave, the plans for the leave, the division's plans to cover the leave, and how Concordia will benefit from the proposed leave.

D. Criteria:

The Chief Academic Officer will consider the following criteria, in consultation with the Deans' Council, in making the recommendation to the Board of Regents regarding the request for the sabbatical.

1. Primary Criteria:

- The potential contribution to the faculty member's discipline or higher education.
- The benefit of the leave to the University or the church.
- The benefit of the leave to the individual faculty member.
- The number of years a faculty member has been eligible and has applied for a sabbatical.

2. Secondary Criteria:

- The plans for covering the leave by the academic division.
- The cost of the leave to the University.

The size of the division shall have no bearing on the eligibility for the granting of sabbatical leaves.

The University expects that faculty members who take a sabbatical leave will serve at Concordia at least one year following the leave.

E. Elected Committee Service during Sabbatical Leave

A faculty member on sabbatical leave does not have to serve on their elected committees during the sabbatical period, whether such leave is a half-year full leave or two semester half leave. A replacement will be elected for that time period. A faculty member on sabbatical or other leave at the time of election is eligible for election. Absence from a Committee during any leave does not extend term for which elected.

3.11 FACULTY RESEARCH

The University encourages faculty members to engage in various forms of productivity – research, publication, institutional studies, creativity and performance in the arts, and other scholarly efforts for professional growth and the enrichment of the institutional program.

3.12 INSTITUTIONAL REVIEW BOARD

Concordia University Chicago recognizes its ethical, legal, and federally mandated responsibilities to safeguard the rights and welfare of human subjects in all research conducted by its students and personnel. Its ethical responsibilities are guided by the principles outlined in the Belmont Report of respect for persons, beneficence, and justice. Concordia's federally mandated responsibilities come from the Department of Health and Human Services (DHHS) and are outlined in Title 45, Part 46 of the Code of Federal Regulations (45 CFR 46). These regulations mandate that all institutions engaged in research

with human subjects provide the dual protections of Institutional Review Board (IRB) review and informed consent from the participants.

The IRB for Concordia University Chicago is sponsored by the Office of the Chief Academic Officer and is headquartered on the River Forest campus. Members of the IRB, appointed by the President, represent the interests of the University and the broader community. They possess varied backgrounds and expertise, and include at least one member not affiliated with the University. The IRB meets once a month, and minutes of its meetings are filed in the Office of the Chief Academic Officer.

It is the responsibility of individual investigators to familiarize themselves with the policies and procedures set forth in the IRB Manual. The University regards any infringement of these policies and procedures as a serious breach of professional standards. The University's willingness to defend researchers in litigation depends on strict adherence to policies and procedures regarding IRB approval.

Members of the Concordia community may bring issues of general policy regarding human subjects in research to the attention of the IRB. Questions should be sent in writing to the Chairperson of the IRB. Interpretation of applicability of IRB rules and regulations are solely the legal right and responsibility of the IRB.

The Concordia University Chicago Institutional Review Board does not approve the academic merit of research studies but certifies the investigator's compliance with guidelines for the ethical treatment of human research participants. The IRB does consider the design and data-gathering procedures of the study to the extent to which they impact the rights and well-being of human subjects.

3.12.1 MEMBERSHIP OF THE IRB

The IRB will consist of at least five qualified individuals with diverse backgrounds. This will include at minimum one faculty member from the College of Health, Science & Technology, at least one faculty member with a nonscientific background, and at least one community member who is not otherwise affiliated with the University. Whenever possible, membership of the IRB will reflect the four Colleges proportionally. Legal counsel must be available to the IRB. Membership to this Board will be by appointment of the President upon recommendation by the Chief Academic Officer. The Chair will be a faculty member.

3.12.2 CONFLICT OF INTEREST

Conflict of Interest – A member of the IRB may not certify or approve of any application for which the IRB member has a direct interest, either as an investigator, committee member, or faculty sponsor of a student's project.

3.12.3 ACTIVITIES THAT MAY NOT REQUIRE REVIEW

The following activities do not typically require review because they do not satisfy the definition of research. Most often, the following activities are thought of as learning experiences only, since the information gathered will not be used as actual "data" for publication or presentation. However, information obtained via any of these activities would be considered research if it were incorporated into a publication or presentation that would be used to contribute to generalizable knowledge.

3.12.4 CLASSROOM PROJECTS

In many academic programs, a knowledge of research methods/methodology is vital to a well-rounded education. Instructors may encourage their students to design small projects simply to teach them how to properly conduct research. In most cases, the data will not be used to contribute to generalizable knowledge and may not require IRB review. However, they must be registered using the faculty Assurance Form for Classroom Projects and submitted to the IRB.

3.12.5 PROGRAM EVALUATIONS

Investigators may gather data from human subjects through direct or indirect interaction for purposes of program evaluation. The information they collect will not be used to contribute to generalizable knowledge, rather the results will be used to improve or develop an internal program.

3.12.6 ANIMAL RESEARCH

Concordia University Chicago recognizes that scientific knowledge developed through animal research has enhanced both animal and human health world-wide. The University also recognizes its legal and ethical obligations to ensure that animals are not used needlessly. To this end, Concordia University Chicago does not currently allow the use of animals in research, training, experimentation, or classroom demonstrations. Animals are defined as “any live, vertebrate animal used or intended for use in research, research training, experimentation, or biological testing or for related purposes” (Health Research Extension Act of 1985, Public Law 99-158, “Animals in Research”). The University is committed to reviewing this policy annually and when deemed necessary will pursue the establishment of an Institutional Animal Care and Use Committee (IACUC). Until that time, faculty, students and other University personnel are encouraged to communicate with relevant Division Chairs, Deans and the Director of Academic Research to determine what research falls within the acceptable limits of the University.

3.13 FACULTY ALLOWANCES FOR PROFESSIONAL CONFERENCES

To the extent that funds are available, the University will subsidize faculty members who are participants on a conference program for travel and other expenses connected with attendance at a meeting of a learned society. The University will also subsidize registration expenses for faculty members attending at least one conference per year even though they are not on the program; again, of course, this depends on whether funds are available. Funding for this purpose comes through the Office of Academic Affairs. In all cases where the University assumes the expenses, or where the faculty member will miss classes, the division chair or dean must grant approval before any commitment is made. Wherever possible, the faculty member shall make arrangements for classes to be missed and the division chair or dean must approve such arrangements. The faculty member may make no commitments to persons not on the faculty without prior consent of the division chair or dean. Upon the return from a convention, the faculty member submits a requisition with itemized expenses, including receipts, to the dean who signs it and submits it to the controller. For more information, please review the travel policy on CUConnect.

3.14 FACULTY ANNIVERSARY FUND

For an anniversary observance, the University marshal has the responsibility that each active faculty member observing his/her 25th, 40th, or 50th year of service in the church be appropriately recognized. Funds available for observance will be as follows: \$125 for a 25th anniversary and \$200 for a 40th anniversary. Determining eligibility for anniversary celebrations is the responsibility of the Chief Academic Officer. Any questions concerning the time of celebration shall be worked out in a consultation with the faculty member(s) involved.

3.15 DISCLOSURE OF CONFLICTS OF INTEREST

“Conflict of interest” includes any situation that could reasonably give rise to the appearance of partiality in the individual’s conduct of job-related activities, due to a familial, social, or business relationship. If a conflict exists or arises, Faculty members shall have an ongoing obligation to disclose conflicts to the Human Resources Office and the Chief Academic Officer. Faculty members shall cooperate in mitigating or removing the conflict.

3.16 ROSTERED FACULTY REMOVAL FROM POSITION

Rostered Faculty members are subject to the 2019 LCMS Handbook, Section 3.10.6.7.5.1, as amended from time to time, and which provides, “A Faculty member who is on a roster of the Synod is under the ecclesiastical supervision of the Synod. In the event a member is removed from membership in the Synod pursuant to procedures established by these bylaws, then that member is also considered removed from the position held and shall be terminated forthwith by the Board of Regents.”

3.17 ACADEMIC FREEDOM POLICY

3.17.1 HIGHER EDUCATION MISSION STATEMENT

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.

3.17.2 FREEDOMS AND OPPORTUNITIES

3.17.2.1 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.

3.17.2.2 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.

3.17.2.3 A Concordia campus is a Christian community, characterized by a high awareness of the reality and importance of collegial relationships and commitments.

3.17.2.4 A Concordia campus 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.

3.17.2.5 A Concordia campus 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.

3.17.2.6 A Concordia campus 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.

3.17.2.7 A Concordia campus expects its faculty to exhibit a strong commitment to scholarship and the professional expectations of the various academic disciplines. The pursuit of this entire section on academic freedom is quoted from the Concordia University System Institution Policy Manual (2017-05-12)), and University knowledge through intellectual inquiry and research is highly valued as a mark of the University's institutional excellence.

3.17.2.8 A Concordia campus 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.

3.17.3 RESPONSIBILITIES AND LIMITATIONS

3.17.3.1 A Concordia faculty member may present and discuss concepts that conflict with Synod 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 Synod's position, and that he/she does not advocate a position contrary to that of the Synod.

3.17.3.2 A Concordia faculty member 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.

3.17.3.3 A Concordia faculty member 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.

3.17.3.4 A Concordia faculty member affirms that expressions of academic freedom are primarily a matter of individual and professional responsibility.

3.17.3.5 A Concordia faculty member will ordinarily confine his/her teaching and counseling of the institution's students to his/her areas of professional expertise.

3.17.3.6 A Concordia faculty member, 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.

3.17.3.7 A Concordia faculty member 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.

3.17.3.8 A Concordia faculty member will work peacefully under the Constitution, Bylaws, and policies of The Lutheran Church—Missouri Synod, its Concordia University System,

3.17.3.9 A Concordia faculty member will not actively promote a doctrinal position that is in opposition to the doctrinal position of the LCMS. A Concordia faculty member 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.

3.17.4 DUE PROCESS

3.17.4.1 The fundamental purpose of due process regarding academic freedom 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.

3.17.4.2 Each institution is responsible for maintaining clearly stated procedures for due process that include the process and policies described in the 2019 LCMS Handbook §3.10.6.7.5.2.

3.17.5 IMPLEMENTATION

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. Faculty with tenure or open-ended contracts shall sign the above “Responsibilities and Limitations” one time.

3.18 SEPARATION FROM UNIVERSITY EMPLOYMENT

Faculty members play an integral role in advancing the institution’s mission to provide an education that is centered in the Gospel of Jesus Christ and that will advance the mission of the Church. Consistent with this Handbook and other governing documents, faculty members educate students consistent with the University’s Christian mission and Lutheran identity and are required to respect Christian standards in performing all their duties. As such, faculty are considered ministerial employees rather than common law employees in the secular sense.

Recognizing that all faculty members eventually complete their service at the University, the following policies are established to ensure that separation of faculty is accomplished in good order and with due process, and that the best interests of the University and the rights of faculty members are protected. The policies are also premised on the faculty member’s role as a ministerial employee.

Faculty status may be terminated and a faculty member separated from service at the University for the following reasons: retirement; resignation; employee or program reduction; non-renewal; or termination for cause. All separation decisions require approval of the Chief Academic Officer. The faculty member may appeal the decision to the President. The University may seek to remedy an area of concern with appropriate disciplinary actions (e.g., improvement plan) with a faculty member prior to termination.

The policies governing each type of separation are as follows:

3.18.1 RETIREMENT

Ranked faculty must provide written notice of intention to retire to the Chief Academic Officer and the Office of Human Resources no later than January 31 in the year of intended retirement. When a regular faculty member submits his or her notice of intent to retire, the tenure-track faculty member relinquishes tenure. In cases where, in the judgment of the President, the continued employment of a retired faculty member would be of mutual advantage, the President may invite the faculty member to continue active duties after retirement.

3.18.2 PHASED RETIREMENT

A situation may arise in which a full-time faculty member who has submitted his or her notice of intent to retire wishes a reduction to part-time service. This experienced professor could continue to benefit the University and the Church through continued service as a faculty member. The following procedures offer a simple framework and timeline for the development of a phased retirement plan that is beneficial to the University and to the individual faculty member. All parties must understand that the development of such a plan is not always possible or beneficial, and therefore phased retirement should not be an expectation. However, early communication and cooperation in the matter will help in achieving a suitable outcome.

1. A faculty member who is interested in a phased retirement plan should submit a written request to the Chief Academic Officer with a copy to the relevant division chair and the Office of Human Resources. Such request should be submitted no later than October 1 if the plan would be implemented in the following fall semester, and by February 1 if the plan would be implemented in the following spring semester. The faculty member is encouraged to discuss the matter with the Chief Academic Officer and division chair before these dates so that suitable staffing plans can be developed.
2. The Chief Academic Officer may consult with the division chair and/or entire division, as well as the Senior Director of Human Resources, to gauge the feasibility of the plan.
3. The Chief Academic Officer will decide whether to support the faculty member's request for a phased retirement plan. If the request is supported, the Chief Academic Officer will prepare a written summary of the details of the plan. If the Chief Academic Officer determines that no suitable plan can be developed, the faculty member will be notified of that decision and the Chief Academic Officer's rationale by the corresponding November 1 or March 1.
4. If an agreed upon plan is developed, it will be forwarded to the President by November 1 (for fall implementation) or March 1 (for spring implementation). The President will approve or reject the proposal and notify the faculty member, Chief Academic Officer and Office of Human Resources by December 1 or April 1 respectively.

3.18.3 RESIGNATION

Resignation of ranked faculty from service to the University usually is a voluntary action initiated by the faculty member, who submits a letter of resignation to the Chief Academic Officer and the Office of Human Resources at the earliest possible date, but normally no later than March 1. Resignation becomes irrevocable when the faculty member receives a letter accepting the resignation from the Chief Academic Officer. A resignation becomes effective no later than the end of the current academic year unless otherwise mutually agreed.

3.18.4 EMPLOYEE OR PROGRAM REDUCTION

Separation of ranked faculty from service to the University due to employee or program reduction may be utilized when the Chief Academic Officer determines that the faculty member's position must be eliminated for financial reasons or due to employee or program reduction. Separation due to employee or program reduction becomes effective at the end of the current academic year or at a time the University determines. The Chief Academic Officer shall notify the faculty member of a separation due to employee or program reduction in writing no later than March 1. The faculty member has a right to appeal the decision to the President.

3.18.5 NON-RENEWAL

Faculty appointments expire at the conclusion of the contract with no expectation of reappointment. Separation of ranked faculty from the University because of non-renewal shall be utilized when the Chief Academic Officer, after consulting with the faculty member's Dean, decides the faculty member's work should not continue for financial or other reasons. Non-renewal becomes effective at the end of the current contract, unless otherwise mutually agreed upon. In the case of a separation due to non-renewal, the Chief Academic Officer shall notify the faculty member in writing no later than 6 months before the end of the faculty member's current contract. The faculty member has a right to appeal the decision to the President.

3.18.6 TERMINATION FOR CAUSE

The University may terminate a full-time faculty member for cause in the following situations (LC–MS Handbook [2019], 174):

1. Professional incompetency,
2. Incapacity for the performance of duty,
3. Insubordination,
4. Neglect of or refusal to perform duties of office,
5. Conduct unbecoming a Christian, and/or
6. Advocacy of false doctrine (Constitution Art. II) or failure to honor and uphold the doctrinal position of the Synod as defined further in Bylaw 1.6.2 (b).

The University shall develop a process to be followed for faculty termination for cause and share such process with faculty members.

3.19 INSTRUCTION

Faculty are required to adhere to all academic policies of the University, including those regarding curriculum, grading, and student attendance.

3.20 FACULTY SENATE

3.20.1 FUNCTION

- A. Develop and improve the curriculum and propose changes in policy that are beyond the supervision of a single college. All actions, after the demur process is completed, are reported to the faculty.
- B. The actions of the Faculty Senate are subject to the Demur policy as described for the policies committees.

- C. Receive proposed drafts of actions to initiate or terminate programs from relevant policy committees before the final recommendation is made. The Senate, at its discretion, will make recommendations for changes and/or support of, or objection to, the proposal. The proposal will then return to the appropriate policy committee for action.
- D. Review, study, and recommend policy related to 1) the institutional mission statement, curriculum, and pedagogical practices, and 2) requirements regarding admission, graduation, and general program standards.
- E. Faculty Section
 - a. In general the process for introducing new additions, deletions, major corrections, or changes to the *Faculty Section* follows the general pattern as follows:
 - i. If the adjustment is required for an academic issue, a faculty member, division, program, chair, University administrator, accrediting agency, governmental agency, legal counsel, or a board of The Lutheran Church—Missouri Synod may prompt the process. The proposed adjustment is brought to the appropriate Dean, who will ratify the proposal and send it to the Faculty Section Task Force. The Task Force will support the adjustment and present it to the Faculty Senate. The Senate will endorse the adjustment and send it to the Academic Cabinet, who will approve the adjustment and send it to the Chief Academic Officer. The Chief Academic Officer will present the adjustment to the President, who will recommend the adjustment to the Board of Regents, who will adopt the change.
 - ii. If the adjustment is required for an administrative issue, the administrator will present the proposed change to the President's Cabinet, who will confirm the adjustment. The change will then be presented to the Faculty Section Task Force, who will advocate the change and present it to the Faculty Senate, who will *endorse*. It is then presented to the Academic Cabinet who will *advance* the proposal and send it to the Chief Academic Officer. The Chief Academic Officer will release the proposal to the President, who will recommend it to the Board of Regents, who is asked to adopt the proposal.

Should any individual or group in the preceding process decide not to take affirmative action, the process is interrupted at that point and goes backward for negotiation and resolution. Upon resolution, the process then continues through to fruition.
- F. Review, study, and recommend policy related to the overall well-being of the faculty and related to University issues that affect academic affairs. The Senate handles issues pertaining to the welfare of the faculty in general and appoints (through the chair) a task force to handle issues pertaining to individual faculty members.
- G. Serve as a public forum to facilitate discussion of topics that affect the University, based on the information provided to it. The chair of the Senate may request that a vice president (or his/her representative) attend a Senate forum to discuss University issues.

- H. Review policies relating to the life of the students to ensure compliance with the Synodical and Faculty Handbooks concerning the responsibilities of the faculty towards student life.
- I. Appoint task forces as needed whose responsibility is to the Senate.

3.20.2 MEETINGS

The Senate normally meets monthly or as workload dictates.

3.20.3 MEMBERSHIP

- A. Chairperson elected from the full-time tenure-track faculty at large by the full-time Faculty.
- B. There are fourteen senators in addition to the chair, elected from the College of Business, the College of Education, the College of Health, Science & Technology, and the College of Theology, Arts & Humanities in proportion to the number of voting faculty members holding an assignment to the respective college.
- C. Chief Academic Officer, *ex officio*.

3.20.4 TERM OF OFFICE

- A. Chairperson and senators are elected to two-year staggered terms, each member serving no more than two consecutive terms.
- B. Term of office begins on July 1.

3.20.5 METHOD OF SELECTION

- A. The chairperson will be elected by the University full-time tenure-track faculty. Election shall be by open ballot where all eligible full-time tenure-track faculty members are listed on the initial ballot. This election is the first in each new election season that involves this position. The person elected will have the option of removing his/her name from the ballots of the various policy committees.
- B. Senators will be elected by the University full-time tenure-track faculty. Elections shall be by open ballot where all eligible full-time faculty members are listed.
- C. Not eligible for election:
 - President, VPs
 - Faculty on leave for one semester (sabbatical, study, etc.)
 - Faculty with non-renewed or one-year contracts
 - Faculty who are retiring

3.21 FACULTY COMMITTEES

Faculty are encouraged to participate on college committees. College committees contribute to the development of curriculum and academic policy and processes.