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CONCORDIA UNIVERSITY CHICAGO

COLLEGE *of* BUSINESS

College of Business Faculty Guidebook

2022

Overview

The College of Business prides itself on delivering relevant, quality programs to our students and supporting its faculty and staff. This document provides expectations that the College of Business has of its Faculty (full-time and part-time), and useful information to assist them in serving our students. It is intended as an additional resource to University-wide faculty handbooks. The information in this *Faculty Guidebook* is provided by the College of Business at Concordia University Chicago (CUC). The *Guidebook* cannot and is not intended to address all circumstances related to a faculty member's role in the university, nor is the information contained in the *Guidebook* intended to constitute an express or implied contract of employment, a promise of employment for any specified time, or a guarantee of benefits or working conditions.

The specific policies, procedures, and other statements found here cover a variety of subjects. However, readers should be aware that there are other important policies and procedures specific to the University's colleges, schools, departments, and other academic units that may apply to a particular employment situation, but are not referenced in this *Guidebook*. Exclusion of a particular policy or procedure does not mean that it will not be enforced. It is the faculty member's responsibility to review university policies and procedures in detail and to request any clarification needed from his or her chair, program director, or relevant dean.

Policies and procedures at Concordia University Chicago are regularly under review and subject to revision. Thus, to keep this *Faculty Guidebook* as up-to-date as possible, the College of Business at CUC expressly reserves the right to amend, delete, suspend, or discontinue any part or parts of this *Guidebook*, at any time and without prior notice. Every attempt will be made to keep faculty members informed of any changes as they occur. Changes to the COB *Faculty Guidebook* will be sent to faculty as appropriate. It is the faculty member's responsibility to remain current on the university policies and procedures that may apply to his or her employment. The College of Business faculty are advised to routinely check the Community of Practice (Blackboard) for ongoing updates. If questions arise, your faculty chair or the associate dean is your best resource.

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The procedures, practices, and policies described here may be modified or discontinued from time to time. Every attempt will be made to inform faculty of any changes as they occur. However, it is the responsibility of faculty to keep current of all College of Business and Concordia University Chicago policies, practices, and procedures. It is the responsibility of faculty to review College policies and procedures in detail and to request any clarification needed from the chair or appropriate College representative.

Letter from the Dean

Dear College of Business Faculty

As Dean of the College of Business (2014-2021) at Concordia University Chicago (CUC), I had the opportunity to lead an emerging innovative and dynamic organization offering face-to-face and online academic degrees at the undergraduate, master's and doctoral levels. The College of Business (COB), established in 2007, continues to honor the tradition of CUC's 150-year history of developing business leaders, while seeking innovative ways to serve business students and the global business community. Our focus on developing ethical leaders resonates with employers. Our faculty, full-time and part-time, serve as mentors and coaches to our students, and resources for our community. We believe our connection with our students is a lifelong one.

Our programs' greatest strength is its dedicated faculty who possess a balance of professional experience with academic credentials. We offer students a selection of undergraduate majors and minors, masters and a doctoral programs. Additionally, we reach students worldwide through online learning and international partnerships. On an ongoing basis we explore new opportunities to spread the mission of Concordia University Chicago and the College of Business.

We understand the need to exemplify what we teach, supporting our students to serve their organizations by encouraging them to think critically and serve ethically. Each year, through our strategic planning process we target new initiatives and set goals and objectives. These initiatives include, but are not limited to achieving ACBSP accreditation for our MBA program, completing a comprehensive undergraduate program review that includes developing a new undergraduate core curriculum, expanding the reach of our DBA program, launching the MAIE in Germany, designing new faculty professional development initiatives, reviewing our UG majors and MBA specializations for relevancy and marketability, and expanding our Speaker Series. We also continue our ongoing efforts of creating a culture of assessment. Most importantly, we stay focused and grounded on achieving the Vision and Mission of both the University and the College.

We trust that this resource will assist you in serving CUC and our students. Thank you for your service to CUC, our students, and alumni.

Sincerely,



Dr. Claudia Santin
Professor of Leadership
Former Dean of the College of Business, 2014-2021

College of Business Faculty and Staff

Leadership

Dr. Stanton Ullerich
Dr. Rachel Ferguson

Interim Dean
Assistant Dean and Director, Free Enterprise Center

Division Leaders

Dr. Karen Calendo
Dr. Elisabeth Dellegrazie
Dr. Kathryn Hollywood
Dr. Svetlana Mitereva
Dr. Dana Sendziol

Division of Undergraduate Studies, Program Leader
Division of Undergraduate Studies Chair
Division of Graduate Studies, Assistant Chair
Division of Graduate Studies, MBA/MA Program Leader
Division of Graduate Studies, Chair

Full-Time Faculty

Dr. Donna Blaess
Dr. Paul Bucchi
Dr. Karen Calendo
Dr. Elisabeth Dellegrazie
Dr. Kathryn Hollywood
Dr. Svetlana Mitereva
Dr. Claudia Santin
Dr. Dana Sendziol

Professor of Leadership
Visiting Associate Professor of Business & Leadership
Assistant Professor
Assistant Professor of Marketing and Leadership
Professor of Leadership
Associate Professor of Economics
Professor of Leadership
Associate Professor

Staff

| | | |
|---------------------|--|--|
| Esmeralda Dominguez | Administrative Assistant to the Office of the Dean | Esmeralda.Dominguez@cuchicago.edu |
| Mallory Marach | Director, Academic Operations | Mallory.Marach@CUChicago.edu |

Staff Reporting to Outside Areas

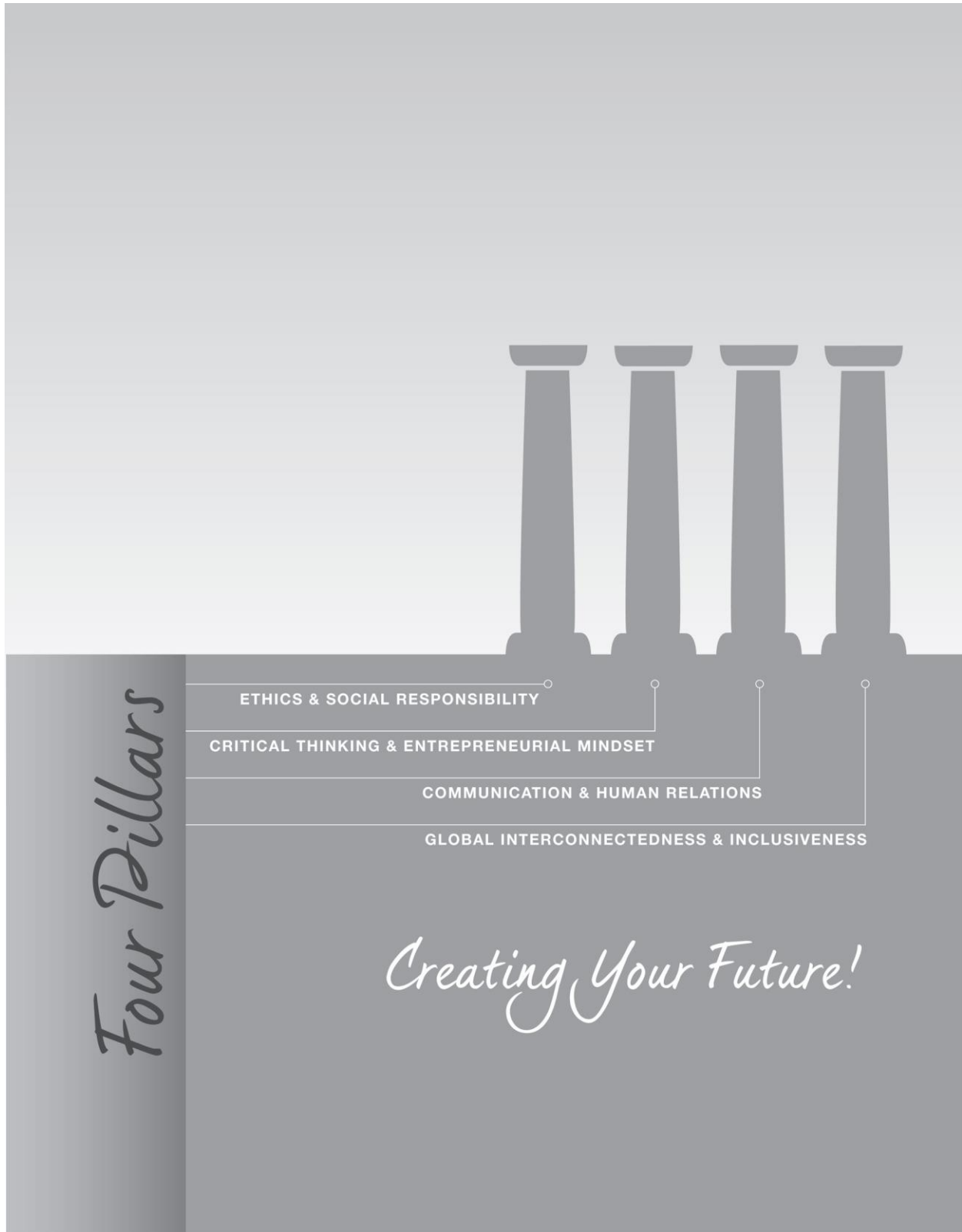
| | | |
|--------------|--|--|
| Cathy Schlie | Communications and Marketing Assistant | Catherine.Schlie@CUChicago.edu |
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College of Business Vision We seek to be a globally recognized Christian-based business college that creates authentic, innovative leaders who transform the lives and organizations they serve.

College of Business Mission The mission of the College of Business is to develop ethical leaders who think critically, communicate effectively, and promote socially responsible business practice that is grounded in Christian faith, and is innovative, and entrepreneurial in spirit. We strive to prepare students who positively impact the global society they serve through an academically rigorous and relevant business education.

College of Business Values As part of a university that values Christian faith, the Individual, excellence, integrity and service, the College of Business at Concordia University Chicago values our Lutheran heritage of teaching excellence, leading by serving, innovative and entrepreneurial thinking, ethical decision making, intellectual and individual diversity, and sustaining a dynamic curriculum based on the needs of our students, community, and stakeholders.

Four Pillars of Knowledge: This graphic rendering depicts the Four Pillars of Knowledge which are the foundation for the College's learning outcomes.



Section I: Teaching Resources

APA Guidelines

Students and Faculty must adhere to APA 7th Edition guidelines, and Academic Integrity Guidelines as explained in Appendix B. The College uses APA at all program levels. Faculty are expected to provide both content and writing/APA feedback to students. Refer to Owl at Purdue. The College also provides APA resources. Contact the appropriate Chair and Faculty Excellence Coach for more information. For any questions about APA the following website is amazingly helpful and very detailed: <https://owl.english.purdue.edu/owl/resource/560/01/> Faculty *must* require students use a CUC Academic Integrity Cover Page in addition to an APA Title Page.

Attendance

Effective with the Fall 2017 term, Banner Student Attendance Tracking is the means by which student attendance is recorded for all face-to-face courses (for all levels) and will constitute the official, binding record thereof.

The role of the faculty member:

- Access to the attendance tracker is accessible in the CUC Portal on the Home screen in the right-hand column just below the link to Blackboard. The link includes step-by-step instructions as well as the tool itself. Student information will be integrated with the active class rosters for the instructor of record for each of their courses.
- Use of the system does not impact any individual, department or program prerogatives regarding how attendance is to be used by faculty members – or not – as part of the computation of student grades, information which must be clearly stated in the syllabus for every course.
- For those teaching online courses, “attendance” will be defined as active involvement in the content of the course as opposed to just logging in. Effective instructors already employ active engagement in this delivery mode for every class “session” as they would in a face-to-face learning environment.
- The faculty member receives summary information that enables their prompt contact with a student who is absent without having communicated a reason in advance. Consecutive absences may indicate a student health concern, withdrawal from the course or simply a no-show.

Reports generated from the system side will be shared with Financial Aid, Registrar, Student Services and Student Advising for student retention/success purposes as patterns of absences across more than one course may indicate the need for prompt intervention. At the traditional undergraduate level, the instructor should also communicate additional concerns via the Academic Early Warning System (AEWS).

For MBA courses, faculty must take strict attendance in the first week and forward the names of the students that fit into any of the following categories to Sean Yerkes at Sean.Yerkes@cuchicago.edu at the end of the first week of classes. This is critically important for international students. Begin the email by including the course name and CRN.

- a. Names of any students who are on the class roster, but have never attended class.
- b. Names of students who have attended class, but are not listed on the class roster.
- c. Names of any students who are listed in the grade book, but have never entered the on-line course.
- d. Names of students who have entered the on-line course, but are not listed in the grade book.
- e. If all are present, indicate class roster is correct.

- f. Any other information that is not consistent.
- g. Report any international students who have missed two consecutive sessions to CISS@CUChicago.edu.

Cengage

Many of the undergraduate courses are partnered with Cengage and Dr. Hambrock (Helga.Hambrock@cuchicago.edu) serves as the Cengage Liaison for the College of Business. She will set-up the Cengage links and learning resources in Cengage affiliated courses and will also work with Cengage directly on behalf of faculty. Please be sure to communicate any Cengage-related challenges to Dr. Hambrock.

Through our partnership with Cengage, students have access to [Cengage Unlimited](#), where they receive 1 free day of temporary access for every week a course is set to run (14 day maximum). In other words, if it's an 8 week course then they get 8 days of free temporary access, if it's a 16 week course they get 14 days of free temporary access. Its automatic, no codes needed for the trial access.

Change of Course Meeting Time and Day

The course meeting time, day and room have been set by the Registrar. All face-to-face courses meet at the time and in the space designated by the Registrar. Exception to the rule is considered in cases where the class has five students or fewer. In this case, the faculty member may submit a formal request, via email, to the Chair copying the COB Director of Academic Operations and the Administrative Assistant to the Office of the Dean to change the class meeting time, day, and/or location. Explain the reason for the change of class meeting time/day/location and propose two alternatives. Faculty may not make a change (time/day/room) without prior approval. If the request is granted, the new day/time/location will be communicated to the faculty member within five business days. Changes must be documented for future reference. In cases where two COB classes are scheduled at the same time in different locations but one classroom is more suited for the other class size/faculty needs/student needs, COB faculty are encouraged to trade classrooms, when the decision has been made to trade, notify the Registrar@cuchicago.edu, copying the appropriate chair/s, and Director of Academic Operations /Administrative Assistant to the Office of the Dean.

Course Evaluations

Faculty members are required to facilitate the administration of the course evaluations in class for all face-to-face courses. Online students will continue to complete the course evaluations on their own time; see below for direction.

Faculty members are expected to take the following actions based on the delivery mode:

Face-to-Face Courses

- 1 Two weeks before the course ends, instruct students to bring their laptop, tablet or any mobile device to class any day within the course evaluation period.
- 2 Select a student leader to monitor the completion of the course evaluations during class time while the faculty member leaves the room.
- 3 Students access the course evaluations through a link provided in an email or by logging onto Blackboard– <http://blackboard.cuchicago.edu/> and opening the course. A button to take the survey is set at the top of every page of each course.

Online Courses

- 1 Remind students via Blackboard announcement to complete the course evaluation on their own time, before the close of term.

- 2 Students access the course evaluations through a link provided in an email or by logging onto Blackboard– <http://blackboard.cuchicago.edu/> and opening the course. A button to take the survey is set at the top of every page of each course.

For questions about the course evaluation process contact the appropriate individual/department below.

- Dr. Elizabeth Owolabi at (708) 209 3566 or Elizabeth.Owolabi@CUChicago.edu with any general questions about the course evaluation process.
- Blackboard.Team@CUChicago.edu for any questions regarding access to the course evaluation results be sure to provide course title and CRN.

Documentation and Protocol for Adjunct Faculty

Contracts for teaching and/or project assignments are only in effect for the term agreed upon with approval from the Chair, Dean, and Provost. All contracts for teaching, design, or revision of a course must be signed within five working days of issue and returned as directed.

Prior to onboarding, new faculty (full and adjunct) will be required to complete the Faculty Credential Form and submit official transcripts and a CV. The Faculty Credential Form and CV must be updated regularly. Faculty must also submit the Scholarly and Professional Activities every other year.

For more information on these forms contact the Administrative Assistant to the Office of the Dean.

Faculty Absences/Illness

If faculty members know in advance they will miss a class, they must arrange with their students to work online through Blackboard to engage in discussion, and submit assignments or activities. Provide specific and clear instructions to students and ensure adherence to the syllabus.

Faculty who are teaching face-to-face class and are unable to attend for any reason, must contact the appropriate Department Chair, copying the Administrative Assistant to the Office of the Dean as soon as they know a scheduled class time will be missed. Do this through CUC email. Provide instructor name, course name, and classroom number to ensure proper and timely identification and notification. Notify students through Blackboard by sending an Announcement and click “Send This Announcement Immediately.”

The following options are available to professors:

- Find a substitute professor to fill in for the class(es) that will be missed. Inform the appropriate Chair if a substitute has been identified.
 - The department chair may assist in finding a replacement for the class time(s) that will be missed.
- Assign appropriate coursework for students to complete out of the classroom that is applicable to course content and rigorous enough to take the amount of class time missed to complete.
 - Examples are: case studies, videos, reading texts, writing a paper, discussions, etc.

Faculty must adhere to the course schedule, including time spent in class. Reach out to the appropriate Department Chair with any questions about this policy or the procedures.

Final Examinations

Undergraduate Final Exams - One week is set aside each semester for final examinations for undergraduate courses. Each instructor shall give an examination or an appropriate culminating activity during the scheduled final examination period. The Registrar sets the schedule of final examinations before the semester begins. It may vary from semester to semester. It is expected

that **all examinations will be held in accordance with the schedule.** The Office of the Registrar must approve any changes in the scheduled exam time. The Dean of Students (in consultation with the Faculty member involved) must approve all student requests for permission to take exams at a different time.

Graduate Final Exams – An assessment or exam is required at the end of each course. In the graduate program one week is NOT set aside for final examination. The 8th week should be used for course work, learning and final assessment. In a face-to-face environment it is expected that the class meet during the 8th week at their regularly scheduled time. Any revision to the MBA established schedule must be presented to and approved by the Program Chair.

Grading Guidelines

Using Blackboard, assignment feedback must be timely and utilize rubrics. Address what the student did well, what the student needs to improve on, and how to make the improvement. The COB requires that faculty review, score and return student assignments in Blackboard within 3-7 days, depending on when the next assignment is due. Find the tutorial on how to enter grades in Appendix C: Entering Grades into Banner.

Important Dates

- Last day of Term:
 - 8-week Course: Friday of Week Eight
 - 16-week course: Friday of Week 16
- Grades Due: Three days after the course ends.
- Pay Day (adjunct faculty): Friday of the week that grades are due.

Lending Library, COB

The COB MBA program bookcase dedicated to books used in the MBA program, as well as other Business resources located in Brohm. Faculty may borrow available textbooks for length of the term and return immediately following.

Library Reserve

It is possible to place materials on hold at the main university library for students to use. [Visit the university's library webpage for more information on library resources.](#)

Monitoring Ethical Behavior

Found in Section I, Plagiarism/Honor Code

Online Guidelines and Teaching Expectations

Found in Appendix H: Additional Guidelines and Expectations for Teaching

Peregrine

Concordia is requiring all College of Business students to participate in the Peregrine leveling program. The inbound and outbound comprehensive tests are for our reporting with accreditation and the modules are to be used as an educational tool. Instead of having students retake a course for more than \$2,000 the \$44 fee for a leveling module is an affordable solution to make sure students are prepared before entering quantitative courses with or without prior subject knowledge (at the undergraduate level this fee is

built into the appropriate course fees). This program is our answer to accreditation when asked the question, “How do you make sure your students are prepared?” The Peregrine leveling program also helps with the evaluation and improvement of the programs in the College of Business.

DBA Courses requiring comprehensive tests:

DBA 7010 (inbound)

DBA 7050 (outbound)

MBA Courses requiring comprehensive tests:

MBAC 6000 (inbound)

MBAC 6990 (outbound)

UG Courses requiring comprehensive tests:

BUS 1001 (inbound)

MGT 4061 (outbound)

Plagiarism/Honor Code

Academic integrity is an important part of this university’s fabric and all students are expected to know and understand our Honor Code and demonstrate academic honesty. We count on everyone in our community, especially our faculty, to consistently address and report violations of the Honor Code. The Director of the Office of Academic Integrity welcomes the opportunity to answer questions about the Honor Code, its expectations or the process (addressing, reporting, determining consequences, etc.).

- A copy of the honor code, an honor code brochure, and updated reporting instructions for honor code violations may be found: <https://www.cuchicago.edu/academics/honor-code/>.
- Faculty are the first line of education and defense when it comes to helping students understand what constitutes plagiarism and how to avoid plagiarizing. Each course contains a PowerPoint presentation on APA. Remind students to view the video. Ask them to acknowledge that they have viewed the video. Remember, paraphrasing with proper citations and references, is considered appropriate analysis in supporting student’s thoughts. Encourage students to use paraphrase rather than quotations; quotations should be used carefully and sparingly. While paraphrasing and summarizing provide the opportunity to show understanding of the source material, quoting may only show ability to type it.
- Students are required to use 7th edition APA. Faculty are required to ensure this compliance for all written assignments. No other citation method is allowed.
- Remind students that all assignments are automatically submitted to SafeAssign through the Blackboard system. Faculty are required to review the SafeAssign score for each assignment submission. For more about SafeAssign find Section I. XVIII. It is suggested that faculty post an announcement in their Blackboard shell educating students about plagiarism, i.e. <https://apastyle.apa.org/style-grammar-guidelines/citations/plagiarism>.

Rubrics

ALL FACULTY- face to face or online **must** check assignments and discussions to ensure that the rubrics are available in Blackboard. Rubrics must be used to score discussions and assignments whether teaching face to face, or online. Faculty who cannot locate the rubrics, or cannot see if they are attached to the discussions or assignments, or how to use them, contact

IDT@cuchicago.edu. Faculty who teach face-to-face must prepare their class on Blackboard, uploading the provided syllabus. All assignments must be submitted via Blackboard and scored using the provided rubrics.

In all of the College's courses (at all levels) there is a signature assignment. The COB maintains a signature assignment along with a KA rubric, which measures the learning outcomes, a requirement of the ACBSP. Faculty are required to use the KA rubric for the signature assignment.

The use of rubrics is **required** for teaching in all COB courses at all levels. This is monitored for quality and compliance by the Office of Institutional Research and Assessment (OIRA) and by the College's Division Chairs and Dean. The College of Business is committed to assessing student learning and the use of rubrics. Therefore use of rubrics is critical and failure to use rubrics may result in:

- Reduced opportunity for future contracts
- Non-renewal of contracts

FAQ on how to use rubrics:

<https://helpdesk.cuchicago.edu/helpdesk/WebObjects/Helpdesk.woa/wa/FaqActions/view?faqId=106>

SafeAssign

Faculty use SafeAssign, in order to encourage students to maintain academic integrity and to identify plagiarism, to grade all written assignments. Ensure that the assignments in the course are connected to SafeAssign and are set so that when a student uploads their assignment they first go through SafeAssign evaluation.

Short Video on SafeAssign:

http://ondemand.blackboard.com/r91/movies/bb91_assignments_safeassign.htm

Syllabus Integrity

The syllabus is the property of the University. Faculty may not change the content of any syllabus without the express and prior permission of the Chair. COB faculty may not require students to purchase additional materials, e.g. case studies. The College does not accept responsibility of purchasing additional materials for students.

Technical Assistance

If technical assistance is required in a campus classroom, on blackboard, or for an online class, contact CougarNet at CougarNet@CUChicago.edu or extension 3131 (or call 708-209-3131).

How to View Class Lists in the Portal: Appendix E: How to View Class Lists in the Portal

Print Services/COB Print Policy: The College of Business is committed to reducing our carbon footprint, as well as reducing costs of printing. Therefore, all faculty members (full-time and part-time) are **required** to use Blackboard (whether teaching online or face to face to provide the **syllabus** and **resources** requiring duplication). Faculty teaching face to face must use Blackboard to house course materials, post grades, and archive assignments. With appropriate authorization, Print Services will charge the COB, without authorization the faculty member will be charged. The printer in Brohm is not to be used to duplicate large quantities of work. Do not copy the syllabus, it is available in Blackboard. If copies must be made, permission must first be requested from the College's Administrative Assistant.

Technology Services: Find Appendix F: Technology Services

Textbooks

Update Process: If an instructor notices a textbook has become outdated, contact the appropriate Chair or Vertical Program Leader (listed on p. 7)/ Director of Academic Operations. The Chair/Vertical Program Leader/ Director of Academic Operations will work with the SME to update the textbook and reevaluate the course.

Requesting a textbook from the publisher: Purchasing textbooks is part of the teaching assignment for both FT and adjunct faculty. Faculty should contact the Director of Academic Operations if they need the appropriate publisher's contact information so they may request a desk copy of the textbook. The publisher may provide only a digital version.

Section II: Student Support Resources

Academic Programs for Student Success

To help students succeed in achieving their academic goals the University offers:

- a. Peer Tutoring
- b. Supplemental Instruction
- c. Academic Success - Steps to Success Program
- d. The Center for Accommodations and Resource for Excellence (CARE)

Academic Center for Excellence (ACE)

The Academic Center for Excellence provides academic support through specialized programs and specific strategies to Concordia-Chicago students. For more information contact the Academic Center for Excellence at 708-209-3042

Application for Incomplete Process

The grade of "incomplete" is awarded by an instructor who, because of circumstances beyond the control of the student (e.g., illness, death in the family, etc.) the student needs more time to complete the course with the greatest possible achievement. Any request for a grade of incomplete must be initiated by the student. Incomplete Grade Authorization Forms are located in CUConnect/Resources.

1. Student requests an Incomplete Grade from their instructor.
 - a. Incomplete grades will only be given in extenuating circumstances (death in the family, sudden illness, etc.).
 - b. Official documentation will be required (newspaper obituary, note from doctor on company letterhead, etc.) by the Office of the Registrar in order for the grade of "I" to be entered into the system.
 - c. Student should be in good standing and currently earning a passing grade in the course to be considered for an incomplete approval.
2. If the instructor agrees to the student's request, the Incomplete Grade Authorization Form must be used and initiated by the instructor.
 - a. The form outlines what the student must complete (assignments, test, exams, etc.) and requires both the instructor's and the student's signatures.
 - i. Once the instructor completes and signs the form, it may be shared with the student to review and sign if in agreement.
3. Students should submit the signed Incomplete Grade Authorization Form and the supporting documentation to Registrar@cuchicago.edu by the Friday before the last day of the courses session.

- a. If official supporting documentation has been received by another CUC office, the document may be shared internally and must be shared by the Friday before the last day of the course session.
4. If the Incomplete Grade Authorization Form and supporting documentation are received by the deadline, the Registrar will post the final grade of “I” on the course roster signifying that the process is complete.
 - a. When faculty enter their final grades, the I-grade will already be posted.
5. An email reminder will be sent to faculty regarding the 6-week final grading deadline.
6. If a Grade Change Form is not received by the Office of the Registrar by noon of the date notated on the academic calendar, the temporary grade of “I” will automatically update to a grade of F.

Center for International Student Services (CISS)

Visit <https://www.cuchicago.edu/admission-aid/international-students/>

Library Resources

Students often inquire about professional journals and scholarly works. Many of the resources CUC offers are online. To learn how to utilize the University’s varied online resources feel free to contact the librarians at libraryhelp@cuchicago.edu or visit <https://www.cuchicago.edu/academics/academic-resources/library/>.

Grade Appeal Process

Follow the procedure described in Appendix I: Grade Change Process/Form. This student-initiated form is found in the forms repository on the resource tab of the portal.

Grade Change Process

Errors in calculation and/or institutional errors occur occasionally. When there is an error in the grade book that is not caused by the student, a change of grade may be in order. When a change of grade is necessary, complete the Change of Grade form found in CUConnect and send it to the Administrative Assistant to the Office of the Dean. The only acceptable rationales permitted by the university are a calculation error or an institutional error (caused by either the instructor or Blackboard miscalculating the grade). Changing a grade because the student handed in work after the course closed is not an acceptable reason to change the grade and will not be approved by the department chair, dean, or CAO office. Reference Appendix I: Grade Change Process/Form.

Open Enrollment/Switching Sections Policy

For MBA students, before the first week of class until the Friday before the term begins students may adjust their schedules via the CUConnect portal. Students may not switch into a full course. International students must maintain Visa requirements regarding course scheduling, changes, and attendance.

During the first week of class:

- Classes may only be changed with documentation if:
 - Medical or other documented emergency
 - Relocation
 - Approved transfer credits
- Note that switching classes in the first week of class requires paperwork students must complete with their advisor.

- Changing classes after the start of classes may result in unexcused absences, points lost, and late penalties that will not be waived.
 - The final determination is made by the student's Graduate Program Specialist.

Section III: Faculty Administrative Resources

Adjunct Contract Request Process

Reference Appendix A: Adjunct Contract Request Process.

Chairs will find the appropriate forms on the COB shared drive. Contracts will be issued by the office of the Vice President of Academics to adjunct faculty approximately one week before the start of term.

Adjunct Load Restrictions

Course loads for adjuncts may vary by term and semester; however, HR regulations specify that an adjunct instructor may teach no more than 12 credit hours per 16 week semester.

Adjunct Pay Scale

| Enrollment | 3 credits |
|------------|-----------|
| 1 | \$500 |
| 2 | \$1,000 |
| 3 | \$1,250 |
| 4 | \$1,500 |
| 5 | \$1,750 |
| 6 | \$2,000 |
| 7 | \$2,250 |
| 8 | \$2,500 |

| Enrollment | 3 credits |
|---------------|----------------|
| 9 - 18 | \$2,750 |
| 19 | \$2,950 |
| 20 | \$3,150 |
| 21 | \$3,350 |
| 22 | \$3,550 |
| 23 | \$3,750 |
| 24 | \$3,950 |
| 25+ | \$4,150 |

Advising

All full-time undergraduate faculty are faculty advisors and have a number of students assigned to them. Faculty will meet with these students during the spring semester each year to assure the students are taking the correct courses and are on track for a timely graduation.

Blackboard Online Teaching Certification

CUC offers an online training course for certification in Blackboard online teaching. This training is required for all CUC and COB faculty. The rationale is that faculty are required to use Blackboard even in face-to-face courses. Blackboard training contains important pedagogical concepts applicable to face-to-face teaching as well as to online teaching. Obtaining the Blackboard online teaching certificate ensures that the COB is establishing a baseline for a teaching skill set that is standardized for all COB faculty. The COB requires additional training in online teaching techniques and tools in order to support their teaching. Faculty will be enrolled in the course as part of the onboarding process.

Community of Practice

The College of Business faculty is focused on supporting one another, assisting each other in teaching practice, learning assessment, ongoing scholarship, and stakeholder focus. To facilitate faculty engagement, the College offers a Community of Practice, a virtual location in Blackboard where all faculty (FT and adjunct) are expected to meet on a routine basis. Faculty must regularly check into the Community of Practice. It serves as a forum for scholarly discussion and social interaction, and also conveys announcements and information regarding resources, policies, forms, and documents. (Faculty who do not have access contact the Administrative Assistant to the office of the Dean). <https://blackboard.cuchicago.edu/> >My Organizations > College of Business Community of Practice.

Concordia Email

Faculty do not use private email for correspondence. All email correspondence with students must be on the Concordia University Chicago email system. Instruct students to correspond through their Concordia email address. Do not use personal email, nor correspond with students using personal email.

New Adjunct Faculty: Faculty will forward their CUC email addresses to the appropriate Chair, and to the Administrative Assistant to the Office of the Dean for undergraduate faculty, or to the Director of Academic Operations for MBA faculty. All communication to students, faculty, and administration must take place using CUC email.

Course Development/Design/Redesign

Faculty members may be asked to design a course after signing a contract and performing the duties required by the College and the University. From time to time, courses require revision (redesign). The University will pay faculty \$1,000 to develop a new course and \$500 to revise a current course. Reference Addendum A: Expectation for Course Design/Redesign, which explains the expectations for course design/redesign and Addendum B: Confidentiality and Non-Disclosure Policy, which covers the Confidentiality and Non-Disclosure policy, and Appendix D: Course Development Process.

1. Procedure for Proposing and Approving a New Course (face-to-face/online): In consultation with the Chair and the Dean, the faculty may propose a new course, or may be asked to design a new course.
The approval process includes ensuring that the courses are aligned to program-specific needs and ACBSP standards, i.e. CPCs and customized rubrics mapped to learning outcomes. The Registrar's office is included in this process, as are appropriate University policy committees.
2. The new course prospectus is developed by the subject matter expert (SME) after conferring with the Chair and then sent for approval by the COB Leadership Team.
3. The SME working with the Chair will obtain approval from the College's Policy committee (BPC).
4. Once approved, the prospectus becomes the official document that guides syllabus design. The Registrar creates the course number and makes it available to students for the term indicated after the syllabus is created.
5. Syllabus for the class is created based on the approved course prospectus and following the protocol for course design.
6. Course book information is relayed to the bookstore for purchasing. eBooks and electronic resources are encouraged.
7. No alterations to the syllabi will be made without express permission from the appropriate chair and Dean.

8. All courses are developed for online and f2f delivery. A specific IDT template must be used to conform the syllabus to COB and CUC standards for delivery of online, f2f or hybrid courses. IDT has a special Blackboard Sandbox for SMEs to use. SMEs should first confer with their respective Chair prior to beginning course design or revision.

Faculty Duties beyond Teaching Loads

Full-Time Faculty: will refer to the 2016 Employee Handbook located in the Portal. There are five general points of reference and criteria for reappointment, advancement in rank, and tenure, and a sixth that may be applicable in some circumstances:

- (1) Academic Degree and Experience Requirements
- (2) Teaching
- (3) Scholarship
- (4) Service to the University
- (5) Service beyond the University
- (6) Administrative Responsibilities

The College of Business follows both HLC and ACBSP guidelines for establishing load. All faculty are paid for online course development and/or revision on a course by course basis. FT faculty have designed course loads, with overloads or load reduction for specific administrative work. Overloads for teaching are discouraged per ACBSP guidelines.

Part-Time Faculty: teach by a contract on a course by course basis. Payments for online course development and revision are in addition to course teaching stipends. There is no guarantee of continued teaching assignments.

Faculty Enrichment and Development

Reference COB Blackboard Community of Practice (Faculty who cannot access contact the Administrative Assistant to the Office of the Dean). <https://blackboard.cuchicago.edu/> >My Organizations > College of Business Community of Practice

Guest Speakers

The COB Speaker Series invites guest speakers to campus on a regular basis. Faculty are encouraged to attend as many sessions as their schedule allows and motivate their students to attend. Faculty are urged to invite Guest Speakers to their classrooms to enhance the real world learning experience (contact the Director of Academic Operations for more information).

Monitoring Faculty Functions

Student learning outcomes feature prominently in the College of Business as it relates to gauging teaching effectiveness. Faculty teaching and presence is monitored in both the online and f2f course environments. Mid-term/mid-semester surveys are administered to students in online and f2f courses. In the online environment, administrative oversight is provided through Blackboard. The faculty teaching undergraduate students maintain an advising load and are monitored through DegreeWorks. End of course evaluations are provided in online and f2f courses through the OIRA. Faculty are provided access to their evaluations. Chairs monitor the evaluations and provide feedback to the faculty on methods of improvement. The COB's Division Chairs routinely visits online course rooms to ensure compliance with COB expectations and offer coaching in best practices.

Non tenure-track faculty are reviewed by the Dean at the time of reappointment. Tenure-track faculty engage in the peer review process prior to reappointment (Reference COB Peer Review Process, <https://connect.cuchicago.edu/> > Resources > Repository). Faculty compensation is

established through a prescribed formula by the Provost in consultation with the CFO and the Dean. The President awards annual raises based on the budget allowance.

Faculty professional development is offered through the University's Faculty Development Committee, the Human Resources department, and the individual Colleges. Faculty are encouraged to present at conferences. Financial support is allocated dependent on the budget. Faculty wishing to obtain financial support for presenting at conferences must prepare a budget and request support from the Dean prior to registering for the conference.

A student focus is promoted starting with the College and continues via the implementation its Mission and Vision. Student learning and success is paramount. Resources are provided through the College professional development and learning community forum, the online Community of Practice.

Faculty are encouraged, as business professors, to create and maintain connections with the business community; this may be done internally by attending the COB Speakers Series, and externally through corporate visit and outreach. **Consultation with the Dean is required prior to embarking on external outreach.**

Overload Pay

Full time faculty members are responsible for submitting the Faculty Load/Overload form (Appendix C) by the second week of each semester/term. Faculty load is determined by HR, the Office of Academic Affairs, the Deans, and also by ACBSP guidelines. These guidelines specify that a professor may not teach more than 10 classes per year, and must be academically qualified to teach the course to which they are assigned. Full-time faculty do not accept teaching assignments within the University without first consulting with the Dean. Independent and Directed Studies are initiated between student and academic advisor. The chair assigns the professor. The Dean reviews and approves the faculty assignment.

Parking

Park in the parking structure located on Bonnie Brae Street. Faculty may request a free faculty parking sticker from Campus Safety via the CUConnect Portal, and then pick up at the campus Switchboard (first floor of Addison Hall).

Peer Review

The College's Peer Review guidelines are found on the CUConnect Portal in the repository. <https://connect.cuchicago.edu/> > Resources > Repository

Scholarly Activity Expectations

Found in the COB's Peer Review document on the portal in the repository. <https://connect.cuchicago.edu/> > Resources > Repository

Addendum A: Expectation for Course Design/Redesign

Contract Payment:

Payment is made when the following criteria have been met: The course is complete in Blackboard and approved by the Subject Matter Expert (SME), the Instructional Design and Technology department (IDT), and has been reviewed and approved by the appropriate Program (Course) Leader, Chair and Dean. The Dean will send a recommendation to the Senior Vice President of Academics to release payment to the SME.

New Design Contract:

A design contract is offered to a SME for a course that has never been taught before in any format. This typically involves development of a prospectus passed by policy committee; a syllabus and course content such as assessments, grading schema, rubrics, CPCs, identification of academic learning resources (for example print, visual, audio) and instructional strategies to engage and retain online students.

Redesign Contract:

A redesign contract is offered to a SME when the course has been previously approved and has been taught before in any delivery format.

A redesign contract may be awarded every 3-5 years as required for course currency and efficacy. Such changes as page numbers in a text, a new edition of a textbook, or minor changes in an assignment(s) do not constitute a course redesign.

However, if a course prospectus is changed requiring major content changes, or if significant and substantive changes are required in the overall thematic framework of the course, which impact several components of the course (such as assignments, course activities, learning outcomes, and learning resources) and are agreed to by the Chair and Dean, a new design contract may be approved without meeting the 3-5 year guideline. Exceptions to this timeline must be approved by the Dean and the Provost.

The role of the Subject Matter Expert:

The SME is responsible for all the content of the online/hybrid course including:

- A complete syllabus using the f2f/online/hybrid syllabus template supplied by IDT.
- Learning resources including text, audio, video other multimedia (IDT will assist in development of multi-media materials).
- All learning resource materials must be copyright cleared (The library will assist in this process).
- Assessments including point values, grading schema (rubric) along with specific student instructions. Assessment examples are:
 - Weekly Discussions
 - Assignments
 - Quizzes or Tests
 - Interactive web tools, (wikis, blogs, journals)
 - Rubrics
- Review and approval of the finished course template for content accuracy

The role of the Instructional Designer:

The ID is responsible for the instructional design of the template including:

- Alignment of course template to Quality Matters (professional standard) rubric.
- Collaboration with SME on course tool selection.
- All technical elements related to the building of the template in Blackboard (only the Instructional Designer will have editing permission in the template; the SME will have read-only access).
- Review and approval of the finished course template for design.

There is a specific protocol for creating or revising syllabi, and receiving final disbursement of payment. The protocol includes following a prescribed template, and a series of sign-offs by designated individuals (Chair, IDT, the Dean, and the Provost). This protocol must be followed. Once the adjunct receives payment, the syllabus becomes the intellectual property of the COB and the University. There is no guarantee that once a course is developed or redesigned that the SME will teach the course or amend the syllabus at a future time.

Addendum B: Confidentiality and Non-Disclosure Policy

CONFIDENTIALITY and NONDISCLOSURE POLICY

This Confidentiality and Nondisclosure Policy (herein “Policy”) shall govern the use of all confidential and/all proprietary property and information of Concordia University Chicago (hereinafter “CUC”)

Whereas, CUC is in possession of certain confidential and /or proprietary information which is defined below, the disclosure or unauthorized use of which will cause irreparable harm to CUC;

Whereas, CUC and will be or are the recipients of information, which is of a confidential and/or proprietary nature and which is of value to CUC.

Whereas, CUC intends to restrict the use and dissemination of the confidential and/or proprietary information.

Now, therefore, because CUC shall release and disclose confidential and/or proprietary information to potential and active and retired full-time faculty and potential and active and non-active adjunct faculty (hereinafter “faculty member”), CUC adopts the Policy as follows:

1. Definitions:

1.1 “Confidential and/or proprietary information” shall mean all information, whether oral or written, original or copies thereof, relating, directly or indirectly, to CUC’s general business accounting, procedures, methods, techniques, processes, software, personnel and agency information, ideas, inventions, discoveries, trade secrets, marketing plans, strategic business plans and forecasts, third party designated proprietary and confidential information, financial information, together with all or some business plans concerning the development of any or all such matters, and all information, including but not limited to course prospectuses, syllabi and online course materials which is provided to potential and active and retired full-time faculty and active and non-active adjunct faculty, together with any other information which, in the normal course of teaching, scholarship and business, would be considered to be confidential and/or proprietary in nature, in collegiate academic endeavors.

1.2 “Confidential and /or proprietary information” shall also include all visual representations of the above identified confidential and/or proprietary information, including, but not limited to, plans, drawings diagrams, specifications, charts, memoranda, reports, videotapes, computer disks, online and all other visual or graphic embodiments of said information.

1.3 “Confidential and/or proprietary information” shall also include any and all information, materials, formula, pattern, compilation, program, device, method, technique or process that would qualify as a “trade secret” as that term is defined in the Illinois Trade Secrets Act, 765ILCS1065 et seq.

2. Potential and active and retired full time faculty and potential and active and non-active adjunct faculty shall undertake the following obligations with regard to any and all confidential and/or proprietary information disclosed to them under this policy and any employment agreement entered into with CUC.

2.1 To use all confidential and/or proprietary information provided hereunder only for purposes directly and indirectly related to CUC’s academic endeavors and related business.

2.2 To keep and maintain all confidential and/or proprietary information received from CUC in confidence during the entire term of faculty member’s academic and business relationship with CUC, and for a period of five (5) years after the date of the termination of faculty member’s academic and business relationship with CUC. Faculty member shall not disclose such information to any third party, except with the prior written consent of CUC, and shall not utilize such information to compete with CUC in any manner within the geographic area that the Concordia University System engages in academic endeavors and conducts business for a period of five (5) years after the date of

the termination of a faculty member's academic and business relationship with CUC. A faculty member shall not utilize any information directly received and marked as confidential and/or proprietary information pursuant to this Policy, except as provided for herein.

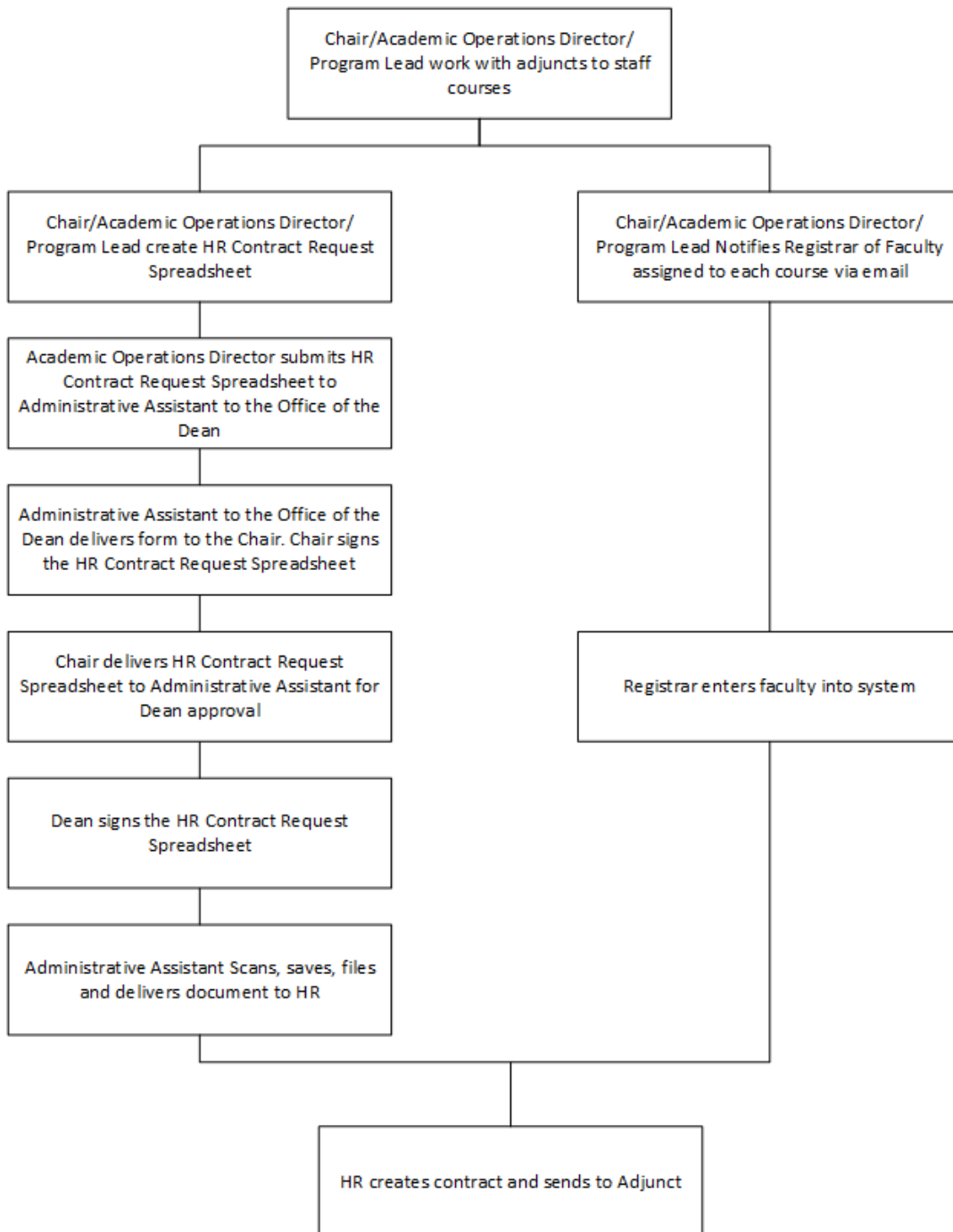
- 2.3 Upon CUC's request, or within ten (10) days of the date of termination of the academic and business relationship between a faculty member and CUC, a faculty member shall return all documents or materials provided to faculty member by CUC, as well as all notes, summaries or any copies which a faculty member may possess derived from confidential or proprietary information, or at CUC's direction, a faculty member shall certify, in writing, that all such documents or materials have been destroyed prior to any third party's access to them.
- 2.4 A faculty member shall not disclose any confidential and/or proprietary information, public knowledge information excluded, to any person, college, university, firm, corporation, association, partnership, limited liability company, or other entity for any reason or purpose whatsoever, regardless of the means or methods by which a faculty member obtained it, because this confidential and/or proprietary information is a valuable, special and unique asset of CUC. Further, a faculty member shall fully indemnify CUC its officers, directors, agents and employees for any use and/or disclosure of any confidential and/or proprietary information for any purpose other than as set forth herein, and for any other breach of this Policy.
- 2.5 Only within the course of a faculty member's teaching responsibilities to CUC shall confidential and proprietary information be disclosed to students, faculty and staff who have a relevant need to know shall be given access to the confidential and/or proprietary information.
3. In the event of an unauthorized disclosure or use of confidential and/or proprietary information occurring through a disclosure made to a faculty member, such faculty member shall use all reasonable endeavors to assist CUC in recovering and preventing the use, dissemination, sale or other disposal of such confidential and/or proprietary information.
4. No rights or licenses, express or implied, are hereby granted to a faculty member as a result of or related to any employment agreement with a faculty member.
5. The ownership of all confidential and/or proprietary information disclosed pursuant to this Policy shall remain with CUC.
6. All parties agree to at all times to act with utmost good faith and fidelity toward the other Party or parties with respect to all matters relating to the confidentiality and/or propriety information.
7. This Policy shall be governed by the laws of the State of Illinois.
8. Each paragraph, provision, sentence and part thereof, of this Policy shall be deemed separate from each other paragraph, provision, sentence or part thereof. In the event the whole or any part of a provision of this Policy is determined by a court of competent jurisdiction to be void, unenforceable or illegal in a particular jurisdiction, then such provision or part thereof is severed for that jurisdiction only, and the remainder of this Policy shall remain in full force and effect and the validity or enforceability of that provision in any other jurisdiction shall not be affected. This clause has no effect if the severance alters the basic nature of this Policy or is contrary to public policy. If any part of this Policy is for any reason held to be excessively broad as to activity, subject, or for any other reason, it shall be construed by limiting or reducing it, or by adding a provision as similar to such unenforceable provision as may be possible so as to legal, valid and enforceable to the maximum extent necessary for the protection of the parties.
9. The rights, powers, obligations and remedies provided in this Policy are cumulative with and not exclusive of the rights, powers or remedies provided by law or in equity independently of this Policy. A breach of this Policy will result in irreparable injury to CUC, and any such breach may be enforced by injunctive relief, in addition to any other available remedies.

10. All waivers of any rights provided by this Policy or by law relevant to any breach by a party shall be required to be in writing and signed by an authorized officer of CUC. The failure of either CUC to demand specific performance of any provision of this Policy shall not constitute a waiver of any provision of this Policy or a waiver of any other breach. The waiver by CUC of a specific breach under this Policy by a faculty member shall not be deemed a waiver of any subsequent breach of this Policy by any faculty member.
11. The rights, duties and obligations under this Policy shall inure to the benefit of, and shall be binding upon a faculty member's and CUC's successors and/or assigns, if any, to the maximum extent permitted by operation of law and the limitations set forth within this Policy. This Policy will not be rendered ineffective by virtue of any change in a faculty member's duties or responsibilities to CUC as provided herein or by any employment agreement between CUC and a faculty member.
12. This Policy is governed by the applicable dispute resolution provisions of the Lutheran Church-Missouri Synod Handbook. In the event litigation arises with respect to this Policy, CUC and faculty member understand that venue for any proceeding or suit related to this Policy shall be in the State or Federal Courts located in Cook County, Illinois, and a faculty member shall be under the personal jurisdiction of aforesaid courts.

Appendix A: Adjunct Contract Request Process



College of Business Adjunct Contract Process



Appendix B: Faculty Load/Overload Form

A fillable version of this form may be found on the CUConnect Portal

Concordia University Faculty Load/Overload Report

Faculty Name _____ ID # _____

Academic Term _____

| Courses Taught | Load |
|---|------|
| Include all courses/internships, listed with course name, number, CRN and (if applicable in determining load weight) number of students | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

Administrative/Other

List all non-course assignments included in determining your load. If a stipend is received for any of these items, leave the load column blank

| | |
|--|--|
| | |
| | |
| | |
| | |

Total Load for Term

Number of Credits to be paid as overload

Members of the faculty are expected to teach the equivalent of twenty-four (24) semester hours per year. The dean of the college may grant faculty members credit hour equivalence for approved research or other special circumstances. A full faculty load consists of 24 hours of teaching, 3 hours of service and 3 hours of scholarship.

The department chair in yearly consultation with faculty members under their oversight and the dean of the college monitor faculty service load responsibilities. Faculty with low service and/or professional growth and scholarship activity may be asked to teach additional courses or provide other services during the academic year or the following summer. Faculty with low teaching loads will be expected to teach without compensation during the following summer.

Department Chair _____ Date _____

Dean _____ Date _____

Payment Amount: _____


Calculation Notes:
(if explanation is needed)

Sr VP for Academics _____ Date _____

Appendix C: Entering Grades into Banner

- Log into the portal - <http://connect.cuchicago.edu/>, using the same username and password you use to gain access to Webmail or Blackboard.
 - **Note:** If you have not yet been assigned a username and password, contact CougarNet@CUChicago.edu
- Click on the Faculty tab in the upper left corner of the portal screen






Faculty

- Locate the Faculty Grade Assignment channel on the screen
- Click on the green triangle  next to the course for which you wish to enter grades.
 - **Note:** Clicking on the course name itself will not give you the opportunity to enter grades. If you do click on the course name in error, click on the link in the upper-left

corner of the screen.

 Back to Faculty Tab

Faculty Grade Assignment

| | | | |
|--------------------------------|----------|----------------------|---|
| Internship: Marketing | MKT 4990 | Summer 2008 Term |  |
| Info Technology in Business | MGT 2020 | Fall 2008 Semester |  |
| Methods of Evaluation Research | SOC 6100 | Fall 2008 Semester |  |
| Electronic Business - on-line | CIS 2430 | Spring 2009 Semester |  |
| Marketing Research | MKT 4000 | Spring 2009 Semester |  |

Red circle means no students in the course

Checkmark means grades are entered and processed by the Registrar

Green triangles mean you still have grades to enter

- Each student who is enrolled in the course will be listed on the screen, similar to what you see below. If the student has officially withdrawn from the course, a “W” will appear with no option for you to change the grade.


| Student Name | ID | Credits | Registration Status | Grade | Rolled | Last Attend Date MM/DD/YYYY | Attend Hours 0-999.99 |
|--------------|----------|---------|------------------------------------|---------------------------------------|--------|--------------------------------|--------------------------|
| Student Name | H000XXXX | 3.000 | **Registered** Jun 02, 2008 | A- <input type="button" value="v"/> | N | | |
| Student Name | H000XXXX | 3.000 | **Web Registered** Apr 09, 2008 | B- <input type="button" value="v"/> | N | This | Leave |
| Student Name | H000XXXX | 3.000 | **Registered** Jun 12, 2008 | B <input type="button" value="v"/> | N | Column | This |
| Student Name | H000XXXX | 3.000 | **Web Registered** Apr 10, 2008 | C+ <input type="button" value="v"/> | N | Is | Column |
| Student Name | H000XXXX | 3.000 | **Registered** May 05, 2008 | None <input type="button" value="v"/> | N | Optional | Blank |

- Click on the down-arrow, in the Grade column, next to each student and assign the

appropriate grade for that student. Continue this for each student. If you have more than 25 students enrolled in your course, you may have to click on “Next >>” to see the next group of students.

- When you have completed the grade assignments, click the Submit button at the bottom of your list. You can click Submit as many times as you like. It is recommended that you click [Submit] often to be sure none of your entries are lost. Once you have completed the assignments for all students in the course, click [Submit] one last time before leaving the course grade assignment screen.

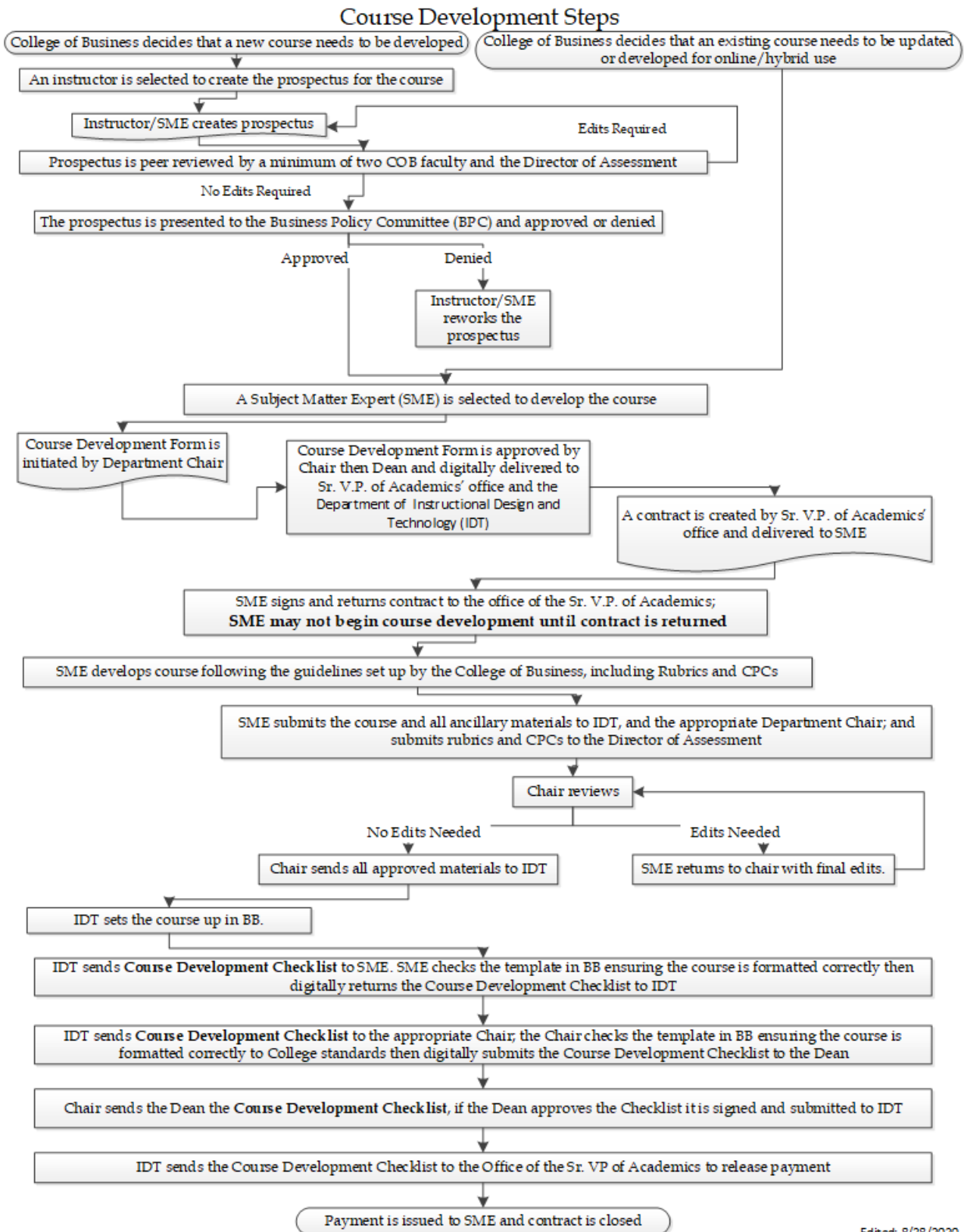


 **Please submit the grades often.** There is a 25 minute time limit starting at H:M pm on MMM DD, YYYY for this page.

If you have other courses to process, or wish to navigate to another part of the Concordia Connect portal,

click the  link in the upper- right corner

Appendix D: Course Development Process




Edited: 8/28/2020

Edited 3/7/2022 11:43:15 AM

Appendix E: How to View Class Lists in the Portal

- Log into the portal - <http://connect.cuchicago.edu/>, using the same username and password you use to gain access to Webmail or Blackboard.
 - **Note:** If you have not yet been assigned a username and password, contact CougarNet@CUChicago.edu

Faculty

- Click on the Faculty tab in the upper left corner of the portal screen
- Locate the Faculty Dashboard channel on the screen
- Click on the 3-person icon  next to the course for which you wish to view enrollment.
 - **Note:** Clicking on the course name itself will not give you the opportunity to view class lists. If you do click on the course name in error, click on the link in the upper-

 Back to Faculty Tab

left corner of the screen.

| Faculty Dashboard | | | |    |
|--------------------------------|--|----------------------|---|---|
| Info Technology in Business |  MGT 2020 | Fall 2008 Semester |   | |
| Methods of Evaluation Research |  SOC 6100 | Fall 2008 Semester |   | |
| Sem Descriptive Statistics |  MGT 6600 | Fall 2008 Semester |   | |
| Electronic Business - on-line |  CIS 2430 | Spring 2009 Semester |   | |
| Fdns. & Ethics in Amer Educ. |  EDU 6460 | Spring 2009 Semester |   | |
| Marketing Research |  MKT 4000 | Spring 2009 Semester |   | |

- At the end of each class list, there is a link to send an e-mail to the class. If you click on this link, it will attempt to open your computer's default e-mail program.
 - **Note:** This will, however, not function properly if you use a web-based e-mail program such as AOL or Yahoo or Hotmail, or if you use Concordia's Webmail. This will only function correctly if you use programs such as Outlook or Outlook Express.

If you want to view another class list, or wish to navigate to another part of the Concordia Connect portal,

 Back to Faculty Tab

click the link in the upper-left corner.

Appendix F: Technology Services

Concordia Connect

What is the Concordia Connect web portal?

The CONCORDIA Connect web portal is a website that connects you to many of the online resources that Concordia University Chicago has to offer. Each person who uses the portal is identified through a secured single login to provide a personalized, customizable interface to give you more of the information you need.

How do I access the portal?

In order to access CONCORDIA Connect, you need a computer with access to the Internet (a high-speed internet connection is recommended, but not required). You also need a supported web browser such as Microsoft Internet Explorer or Mozilla Firefox. Once you have your browser open, use this web address to access the portal: <http://connect.cuchicago.edu> Logging in to the portal requires your “crf” username and password; once logged in, you will have easy access to the other Concordia services. Your Concordia username is generally crf + the first six letters of your last name, your first initial and middle initial. A randomly generated password will be sent to you. To change your password go to <http://password.cuchicago.edu>.

How can I get help?

There are many help resources available to answer your questions within the portal.

If you require technical support, contact the CougarNet helpdesk: Phone: 708-209-3131 Email: cougarnet@cuchicago.edu

Banner Web

All schedules, bills and other personal information are accessible to all students via Banner Web. Follow these directions to access your personal information:

To access Banner Web information log on to the CONCORDIA Connect, Web portal (<http://connect.cuchicago.edu>).

From the Main Menu you can choose from several headings:

Personal Information: Address information, email information options as well as your PIN and security question.

Faculty and Advisors: Enter grades, view class lists and student information.

Employee: Job data, pay stubs and W2 and W4 information. To send email to all the students registered in your course:

If you are a faculty member with a Concordia assigned computer, use the email function within Banner Web to contact your students. If you are an adjunct instructor in the cohort program, an email address called a listserv can be found on the Cohort News Webpage <http://www.cuchicago.edu/academics/cohorts/>. To send email to all the students in your class, copy the listserv email address from the Cohort News webpage. Then open Webmail, create your message then paste the address copied from the Cohort News page in the “To” field, finally, click send. The message will then automatically be sent to the CUC email address of all the students registered in your cohort class.

Webmail

Concordia provides email accounts to all students, faculty, and staff for the duration of their time at the university. Email is considered an official means of communication by the university, and you are responsible for any information sent to you at your university account.

Concordia faculty and staff usernames are generally “crf” + the first six letters of your last name + the first initial of your first name + your middle initial. Thus, John A. Doe’s username is: crfdoeja. If you are unsure of your username, you may contact the CougarNet helpdesk and they will be able to provide it to you. Your email address is your first name.last name@cuchicago.edu,” e.g., john.doe@cuchicago.edu.

Webmail is a full-featured web-based means by which users can read and send emails and access their contact and calendar information from any computer with internet access. Users can reach Webmail by going to the CONCORDIA Connect, web portal (<http://connect.cuchicago.edu>) For best results, turn off the popup blocker on your web browser (or allow popups for web mail.cuchicago.edu).

If you have any problems or questions, you may contact the CougarNet helpdesk at 708-209-3131. Have your username and H# on hand when calling.

Cohort Site Information

Graduate faculty and students in the cohort program can find site information (location of classes, maps, instructor information) by visiting the website, <http://www.cuchicago.edu/cohorts>. It will be necessary to enter your Concordia University Chicago H number.

Blackboard

Concordia faculty and students use Blackboard as a means of extending the classroom by distributing class materials over the internet (e.g. course handouts, quizzes and discussions).

To access Blackboard: Open a web browser (such as Internet Explorer, Firefox, Safari or Netscape)

Users can access Blackboard through the CONCORDIA Connect web portal

(<http://connect.cuchicago.edu>) Click on the My Courses tab, or click on the Blackboard icon.

A list of the courses you are scheduled to teach will be listed on the center of the screen. (If you don't see courses that you know you are teaching, contact Blackboard.Team@CUChicago.edu).

When logging in for the first time you will be prompted to turn off the popup blocker on your web browser. Select the option to always allow popups for blackboard.cuchicago.edu. You may also receive a message notifying you that you are running an incompatible version of Java. If you do, contact the CougarNet helpdesk at (708)209-3131.

Click on the name of the course. You are now presented with a Tool Bar (on the left) and a content page. Materials relevant to your course can be found here.

In the Blackboard site you may set up a Course Syllabus, Instructor Information, Course Assignments, Course Handouts, Course Discussions or a Course Calendar. Each Instructor may choose to use one or all these tools as part of your student's learning experience. Contact CougarNet (708-209-3131) if you experience problems logging in.

Library

Klinck Library web site: <http://www.cuchicago.edu/library>

The library website may also be accessed through the Resources tab of the CONCORDIA Connect, web portal (<http://connect.cuchicago.edu>). Online catalog provides access to materials located in the Klinck Library and in the

I-Share union catalog of seventy-one Illinois academic and research libraries. Online renewal of materials is available.

Off-campus access to a number of full-text online databases and periodical subscriptions is provided through the use of a Concordia username and password (the same used to access the portal)

Request books not available at Klinck Library through I-Share or by filling out "Request Books/Dissertations" online form. Request a photocopy of an article not available at Klinck Library by filling out "Request Journal Articles" online form.

A faculty or student I.D. is required to borrow materials.

Wireless Internet and Microsoft Office Suite are available throughout the library. CougarNet is on the second floor to assist in solving technical concerns. A writing center and multi-media viewing/production center are also available.

Contact for Assistance:

Privileges Database access Faculty reserves

Renewal requests Recalls/holds Lost/damaged items

Interlibrary loans Journal holdings Book donations

Research assistance Library instruction

Access Services 708-209-3050 library@cuchicago.edu

Appendix G: COB Grade Appeal Form

A fillable version of this form is available on the CU Connect Portal.

College of Business

Student to Instructor Grade Appeal Form



CONCORDIA UNIVERSITY CHICAGO
COLLEGE of BUSINESS

Appeals are subject to time limitations.

A formal grade appeal process and set of procedures have been established for the purpose of providing due process for students. The process is designed to resolve a grade dispute at the lowest level possible beginning with the student-faculty relationship. ***The appeal is not designed to require changes in grades that are the result of an instructor's professional judgment about academic performance, the substantive content of class assignments completed by a student, and class participation.***

Students must demonstrate the grade that was assigned was made on the basis of any of the following conditions:

- other than performance and other than as a penalty for academic dishonesty.
- on unreasonably different standards from those applied to other students.
- on a substantial, unreasonable, or unannounced departure from the syllabus, rubrics, course outcomes and/or assignments.

Appeals made on the basis of conditions other than these will be dismissed.

The student must submit the grade appeal request, including all supporting documentation, via email to the Chair within four (4) weeks after the final grade is recorded.

1. The student is responsible for completing the grade appeal form and sending it to the instructor within the established time-frame. Appeals made after the specified time frame will not be considered.
2. If, after the instructor sends the completed grade appeal back to the student, the student and instructor cannot come to an agreement regarding the grade (or if the instructor does not respond to the student within 14 days), the student may then:
 - a. Submit a written statement of fact and evidence regarding the disputed grade to the division chair, along with a copy of the grade appeal form. The division chair has 14 days in which to respond to the student.
 - b. If the student does not agree with the chair's determination, the student may request, via the chair, that the appeal is reviewed by the College's Ad Hoc Grade Appeal Committee. This committee is comprised of 3 members of the College of Business. The committee will convene and deliver its decision to the chair on or before 10 business days after receiving the appeal from the student.
 - c. The ruling of the committee is sent to the chair who will then inform the student of the decision. The program chair will notify and copy the dean of the College of Business of the grade dispute determination.
 - d. The determination of the committee is considered final, although students have the option to advance the appeal to the dean, and eventually to the provost, if they are able to demonstrate evidence that the decisions rendered were in any way capricious.

The following Grade Appeal Form should be submitted by the student requesting the appeal to the instructor who taught the class via CUC email, copying the appropriate division chair.

Division of Graduate Studies Chair: Dr. Dana Sendziol (Dana.Sendziol@CUChicago.edu)

Division of Undergraduate Studies: Dr. Elisabeth Dellegrazie (Elisabeth.Dellegrazie@CUChicago.edu)

NOTE: Forms submitted to your instructor later than 14 business days after grades have been released will not be considered.

College of Business Student to Instructor Grade Appeal Form



Appeals are subject to time limitations.

Please complete this form in its entirety to begin the grade appeal process. This form and all supporting statements must be typed. Forms with **any** missing information will not be accepted. If the space below is insufficient, please use **additional typed pages**.

Appeal forms shall be submitted to the course instructor no later than 14 business days after the grades for the course have been released.

| | | |
|---|--------------------|---|
| Student Name _____ | Student ID _____ | Academic Advisor or GPS _____ |
| CUC Email Address _____ | Phone Number _____ | <input type="radio"/> Online <input type="radio"/> Face-to-Face |
| Term/Semester Appealed and Year (Fall, I or II, Spring, I or II, Summer, I or II) _____ | | Grade Received _____ |
| Course Number & Title _____ | Course CRN _____ | Instructor Name _____ |

1. Please provide a concise description of your grade appeal petition. Include your rationale for why your final grade should be changed.
2. Identify the basis of your claim (i.e. homework or other assessment scores missing from final grade calculation, test score miscalculated, etc.)
3. Please tell us what in your opinion would represent a satisfactory resolution to your grade appeal.
4. Please provide a detailed list of all documentation (numbered) that you have attached in support of your appeal. This should include the course syllabus, copies of email communication, copies of graded coursework, and other relevant supporting materials.

Student Signature - Required

Date

For Official Use Only:

Date Received: _____

Instructor Name : _____ Instructor Signature: _____

Decision—Approve/Deny/Pending Further Review: _____

Instructor Comments (please provide additional pages/documentation/rubrics if necessary):

NOTE: Forms submitted to your instructor later than 14 business days after grades have been released will not be considered.

Appendix H: Additional Guidelines and Expectations for Teaching

CONCORDIA UNIVERSITY CHICAGO

Faculty and Student Guidelines for Online Courses

“Yet it is also true, as we have already indicated, that online instructors need to be present and participate more than instructors who are live.”

Brookfield & Preskill (2005)

The guidelines that follow are designed to provide faculty and students with a common set of understandings about Concordia University Chicago’s (CUC) expectations on important issues in the electronic classroom including student participation, faculty accessibility, faculty feedback, late assignments, and grades of Incomplete. Such guidelines grow out of CUC’s values of quality, integrity, and student-centeredness to better define how these values are put to work at CUC. They are meant to help guide faculty to manage classroom policies and practices, and to provide a framework for student expectations. The goal of these guidelines is to establish a range of faculty and student behavior on which students and faculty can rely. Faculty who are proactive in sharing their expectations both to students and their program administration can reduce grade appeals and grievances.

Participation in Online Discussions

General Statement: CUC recognizes that online discussions can serve varied curricular and instructional purposes, such as student seminars, role-playing, and review of draft assignments. These varied purposes yield varied requirements for student and faculty presence on the discussion board. CUC requires that these varied requirements be explicitly communicated to students, and that these expectations are fulfilled by students and faculty members.

Student Discussion Participation

Guideline: CUC courses are not independent study courses. Substantive student dialogue is an essential part of the learning process. Therefore, CUC courses require consistent, substantive, and timely participation in and contributions to online discussion as described and required in each course syllabus. Students are expected to post online as described in syllabi and discussion prompts. Although the pedagogy may vary from week to week within a course depending upon the instructional objectives, and from course to course depending upon the educational outcomes to be achieved, the University suggests that students’ discussion is enhanced and learning strengthened when postings and discussion are substantive and distributed throughout the week, with three to four days of participation, as a minimum. Students should also check for faculty announcements, or general CUC announcements frequently throughout the week.

Failure to post with the expected timeliness, quantity, quality, and frequency of postings as stated in the syllabus, discussion descriptions, and other course materials may result in grade reduction for the discussion. Students should read each syllabus and discussion prompt carefully as posting requirements may vary across and within courses in order to meet learning goals.

Procedure: Faculty members will clearly communicate in both the course syllabi and discussion prompts the required posting schedule for discussion. The faculty chair or other designated faculty member within the College or academic department who conducts the academic review of the courses will assure consistency of expectations for student participation among courses offered in the school.

Note: Faculty should use the rubrics that are assigned to the courses to grade discussions and assignments.

Here is a resource regarding the value and purpose of using rubrics

<http://www.cmu.edu/teaching/design/teach/rubrics.html>

If your course does not have rubrics that can be accessed when grading assignments and discussions, contact your program chair. They can facilitate, through IDT, that rubrics are provided.

Faculty Discussion Participation

Guideline: CUC courses are developed with varied curricular designs and varied instructional strategies in order to meet specific learning goals. Faculty members are expected to continuously monitor online course discussions and to post substantively to discussions as governed by the specific instructional objective of the course in a given week. Course syllabi/discussion prompts are to indicate to students the role faculty will play in discussion as well as the timeliness, quantity, quality, and frequency expectations for students' participation. Faculty members are required to be present and active in the weekly discussion threads – we prefer to support you in your engagement rather than set specific percentages for participation. You are expected to respond to each student's email.

Procedure: Faculty members will clearly communicate in both the course syllabi and discussion prompts the level of their interaction with the discussion as governed by the instructional objective. Such interaction may vary within a course, and that variance will be communicated to students. The faculty chair or other designated faculty member within the department and/or College who conducts the academic review of the courses will assure consistency of faculty participation among courses offered in the school.

Student Engagement, Initial Attendance, and Absences

General Statement: CUC recognizes that many students elect to pursue an online degree for its temporal and geographic flexibility. CUC further recognizes that students are adult learners with varied personal and professional responsibilities, in addition to their obligations as students. CUC also holds that learning is a combination of individual study and engagement with other learners in a structured learning environment. Therefore, CUC expects that students meet their academic obligations with a high level of responsibility and timeliness, while, on the other hand, CUC expects faculty to maintain flexibility to meet student needs.

Student Engagement and Initial Attendance

Guideline: CUC courses are not independent study courses. They involve a mixture of independent work outside the online course room and presence within the course room, with all work completed within schedules published in the course. Students are expected to engage in courses in an active and timely fashion. Student engagement includes completing assigned readings, preparing and presenting quality assignments, and participating substantively in discussion. Time spent in reading, studying, and preparing written assignments is as important to learning as is participation on the discussion board and submission of written assignments. However, student attendance can be documented only with presence in the online course.

Procedure: Initial student attendance in courses must be documented by a “check-in” posting within the first 3 days of the course. A student's failure to check-in during that time frame will result in administrative withdrawal from the course unless other accommodations have been made administratively.

Student Attendance

Guideline: Students are expected to schedule their personal/professional obligations and their course registrations so as to maintain continuous and complete attendance throughout courses. Any absence from class will impede learning. However, circumstances may arise that can cause students to be absent from active course participation on either a pre-planned or emergency basis.

Active course participation is defined as fulfilling discussion requirements within the published timeline and submitting assignments within the published timeline. Absence is defined as not fulfilling discussion requirements within the published timeline and/or not submitting assignments within the published timeline.

Both pre-planned and emergency absences are to be kept to a minimum and should not exceed, cumulatively, the level stated by the faculty member in the course syllabus.

A pre-planned absence is one that students know about in advance, regardless of reason. For a pre-planned absence, students are to make arrangements in advance of the absence with the instructor for submission

of assignments and discussion participation, in accordance with specifications communicated in course syllabi.

An emergency absence is one that students do not know about in advance and often involves situations such as health issues, weather events, or technological difficulties. For emergency absences, students are to notify the instructor as soon as possible and make arrangements for submission of assignments and discussion participation in accordance with specifications communicated in course syllabi.

Due to the nature of some discussions, instructors may or may not allow students to post in advance or in retrospect to discussions due to absences, at instructor discretion.

Procedure: Faculty members will clearly state their individual attendance policies in the course syllabus, including the maximum absences for a student without a failing grade. However, a general guideline is that faculty will be present at least 4 out of the 7 days per week, check email on a daily basis (with an interruption of no more than 48 hours), and to post a message if they will be traveling and return of email will be delayed beyond 48 hours. It is expected that students are active in the course room and timely with submission of assignments. If pre-planned and emergency absences cumulatively extend beyond the maximum stated in the course syllabus, CUC considers the learning of the student, and perhaps the learning of colleague students, to be compromised and faculty will grade the student accordingly. The faculty chair or other designated faculty member within the college who conducts the academic reviews of the courses shall assure consistency for attendance policies among courses.

Late Assignments

Guideline: CUC expects students to submit assignments in a timely fashion according to schedules published in course information (syllabi/calendars). Assignments submitted late due to agreements between student and instructor for pre-planned absences and due to emergency absences, do not normally receive any grade reduction for tardiness, but this should not be abused.

The University recommends that late assignments be accepted no more than a week past their due dates, and generally result in loss of one letter grade.

Assignments submitted late without prior agreement of the instructor, outside of an emergency absence, or in violation of agreements for late submission, may receive grade reduction for the assignment, or may not be accepted for grading, at the discretion of the instructor and as published in course syllabi.

Further, late assignments may not receive the same level of written feedback as do assignments submitted on time. A pattern of chronic lateness in submitting assignments may result in a reduction in the course grade.

Procedure: Faculty members will clearly communicate policies and procedures for dealing with late assignments in course syllabi and/or announcements in the course. Faculty members will inform students who are chronically late in submitting assignments of their status in the course at least 1/3 and again 2/3 of the way through the course. Faculty are advised to copy the program chair and academic advising, and also to keep a copy of emails sent to students in case of a grade grievance. This notice should include information about the student's progress in the course and an overall assessment of their performance, including penalties resulting from late assignments. This notice should be posted as an Announcement in the course room prior, on, or before the course start date.

The faculty chair or other designated faculty member within the College who conducts the academic reviews of the courses shall assure consistency for late policies among courses, including criteria for exceptions, assessment of penalties for submitting late assignments, and circumstances where special consideration may be warranted. When necessary, program administrators will visit course rooms to ensure faculty are providing appropriate student engagement.

Incomplete Grades

General Statement: CUC strongly discourages grades of Incomplete. However, CUC understands that there are certain circumstances under which a grade of Incomplete is appropriate.

Guideline: Grades of Incomplete are given at the discretion of the instructor, but normally are granted only if students have acceptably completed approximately 75% of the course work, including discussions

and assignments, prior to the last day of the class. Students must request a grade of Incomplete prior to the last day of the course. Such a request should include a list of missing assignments and a date for submission of missing assignments no later than sixty (60) days from the last date of the course. Discussion assignments may not be made up after the last date of class and will be graded in accordance with submission as of the last date of class and instructor requirements. Failure to complete the course requirements within the time allowed causes the grade of I to default to an F (Fail) or U (Unsatisfactory). **Procedure:** The University discourages awarding incomplete grades, and faculty are not required or obligated to do so. Faculty members will clearly communicate their policy on incomplete grades in the course syllabi. The faculty chair or other designated faculty member within the College who conducts the academic reviews of the courses shall assure consistency for incomplete policies among courses.

Faculty Accessibility

General Statement: CUC expects faculty to be *reasonably accessible* to students. The expectation of reasonable accessibility does not mean 24/7 access of faculty to students. However, *it does mean that students receive quality feedback on course submissions within a reasonable time frame (7 working days) and prompt responses to questions in discussion threads and email correspondence.*

Faculty Contact Information

Guideline: Faculty members are required to state their CUC email addresses in the appropriate area in course platforms, faculty directories, and in correspondence with students. Faculty members may, at their discretion, offer students their phone numbers.

Faculty Feedback

Guideline: Faculty members are to return written assignments that are submitted by the due date to students within 7 business days of the assignment due date. Faculty members are to provide a grade and also **written, formative feedback on assignments.**

Assignments that are submitted late may be graded with feedback in the time frame of the instructor. Late assignments may receive minimal feedback other than the grade. The instructor is expected to give priority to assignments submitted on time.

Faculty Availability

Guideline: Faculty members are expected to be available to students outside the course discussion board, in addition to providing substantive feedback on assignments and posting.

Faculty members will publish their availability to students through course syllabi, instructor information in the classroom, and/or other appropriate documents. The University suggests regular and predictable availability such as online office hours or regular online chats (if you or students desire).

Short-term faculty absences may occur when arranged in advance with the appropriate faculty chair and that information shall be published to students.

Faculty members are expected to respond to informational questioning, and course related student emails within 48 hours, excepting holidays and weekends. Response to emails that require more content analysis may extend beyond 48 hours, although faculty should communicate to students that they are working on the issue.

When in doubt of policy or procedure, or if experiencing unusual challenges with a particular student, contact your program chair.

Brookfield, S.D., & Preskill, S. (2005). *Discussion as a way of teaching: Tools and techniques for democratic classrooms*. San Francisco, CA: Jossey-Bass.

CUC Resources

Tech Support (Blackboard): blackboard.team@cuchicago.edu

CougarNet Support: cougarnet@cuchicago.edu

Blackboard: <http://blackboard.cuchicago.edu>

Student portal: <http://connect.cuchicago.edu> (use CUC login info to access different resources)
Student Academic & Registration Concerns and Questions
Grad Admission and Student Services: Grad.Admission@CUChicago.edu
Registrar Issues: Registrar@cuchicago.edu

Appendix I: Grade Change Process/Form

A fillable version of this form may be found on the CU Connect Portal

Change of Grade / Change of Incomplete to Grade



Student Name: _____ | H Number: _____

Semester/Year Course was taken: Fall 20____ Spring 20____ Summer 20____

| 4-digit CRN | Subject/Course # | Course Title | Instructor |
|-------------|------------------|--------------|------------|
| | | | |

CHANGE OF GRADE

Old Grade _____ New Grade _____

Reason for Grade Change:

>> Instructor Name: _____ | Date: _____

>> Instructor Signature: _____ | Date: _____

>> Department Chair Signature: _____ | Date: _____

>> Dean Signature: _____ | Date: _____

CHANGE OF INCOMPLETE TO GRADE

Old Grade _____ New Grade _____

>> Instructor Name: _____ | Date: _____

>> Instructor Signature: _____ | Date: _____

**MUST BE INITIATED BY THE INSTRUCTOR WHO INITIALLY ISSUED THE GRADE FOR THE COURSE.
PLEASE COMPLETE, OBTAIN THE REQUIRED SIGNATURES, AND RETURN TO THE REGISTRAR'S OFFICE.**