WELCOME TO CONCORDIA UNIVERSITY,
A UNIVERSITY DEDICATED TO THE GREAT COMMISSION

I am delighted to welcome you as a member of our professional family. We are dedicated to Christian higher education and a faithful witness to the love of God in Christ Jesus. I pray that your experience with us will be both enjoyable and satisfying.

The mission of our University is to empower students for a life of learning and God-pleasing service in the home, congregation and community. To accomplish this mission, our University provides a curriculum in the tradition of the liberal arts. At the same time, we want our students to focus upon the Great Commission of our Lord and the faith which undergirds our lives.

This HANDBOOK provides essential policies governing our working relationships and expectations. Please read the HANDBOOK with care and be sure to ask for explanation whenever questions arise.

Every faculty and staff member of Concordia University has an important role to play in the life of the University. We pray that the Lord will richly bless your ministry in our midst.

Your Servant in Christ,

J.A.O. Preus, President
THE MISSION OF CONCORDIA UNIVERSITY

Concordia University Irvine, guided by the Great Commission of Christ Jesus and the Lutheran Confessions, empowers students through the liberal arts and professional studies for lives of learning, service and leadership.

The University carries out its mission within an integrated structure of professional, liberal arts, and graduate programs through cultivation of systematic inquiry, clear communication, health and well-being, sociocultural responsiveness, aesthetic responsiveness, Christian service, and professional application.

Concordia University is governed by a Board of Regents, elected by conventions of The Lutheran Church-Missouri Synod, conventions of the Pacific Southwest District, and by the Board itself. Policies and directives of the Board of Regents are carried out by the President, who is the executive officer of the Board. He, in turn, delegates responsibilities for the various areas of activity to administrative officers. The responsibility for staff personnel has been assigned to the Vice President for Administration and University Relations.

The content of this handbook has been developed from policies adopted by the Board of Regents. New situations develop constantly. It is understood that the Board of Regents of the University reserves the right to change, suspend, or cancel all or any part of this book as circumstances may require.

This handbook is meant for information purposes only and is not meant to be any kind of contract, expressed or implied. It replaces all prior exempt employee handbooks and policies and applies to all exempt full-time employees. Some policies may change and the University reserves the right to change said policies. These will be published and distributed by the Human Resources Office. Please contact the Director of Human Resources if you have questions.

Concordia University does not discriminate on the basis of race, color, national and ethnic origin, sex or disability in any of its policies, procedures or practices. This includes but is not limited to admission, employment, financial aid, educational services, programs and activities.

Please retain this handbook as part of your personal records. As changes become necessary, you will be given a copy of the modifications.

The entire handbook is available online at MY CUI http://www.cui.edu and will be updated when necessary. If any changes are made to the handbook all employees will be notified via web broadcast.
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Definitions

At-Will Employee
Employment is not guaranteed. Employee is free to quit at any time, with or without cause, and Concordia University is free to terminate at any time, with or without cause.

Exempt
Positions classified as Exempt, according to federal and state law, must be primarily engaged in specific duties and responsibilities, exercises discretion and independent judgment, executes special assignments and management policies. Job titles alone do not determine whether someone is an exempt employee, the actual work relationship is what determines the status. Exempt positions are paid monthly, based on an annual salary and are not subject to the Fair Labor Standards Act pertaining to overtime and record keeping.

Non-exempt
Positions classified as Non-exempt are subject to all Fair Labor Standards Act pertaining to overtime provisions, minimum wage, record keeping, and meal periods. Non-exempt positions are paid monthly or bi-weekly. Job titles alone do not determine whether someone is a non-exempt employee, the actual work relationship is what determines the status.

Called
Employees who are ministers of religion, ordained or commissioned, and are members in good standing of The Lutheran Church-Missouri Synod, and have received a Call from Concordia University, are considered Called Workers.

Regular Full-Time
Employees who are filling a position at the University working 40 hours per week.

Regular Part-Time
Employees who are filling a position at the University working more than 20 hours per week but less than 40 hours per week on regular basis.

Part-Time
Employees who work 20 hours or less per week.

Temporary
Employees who are filling a position established for a specified length of time, usually short in duration, to fulfill the requirements of a particular project, grant, etc., working up to 40 hours per week but less than 5 months a year.
LAW ARE LOCATED IN THE FACULTY WORKROOM AND THE HUMAN RESOURCES OFFICE.

SECTION ONE - YOUR TIME ON THE JOB

Employment

The best qualified applicant is selected by the administration without regard to race, sex, age, national origin, or disability. As a church-owned and operated institution, all employees are expected to live a private lifestyle consistent with the religious and moral principles of The Lutheran Church-Missouri Synod, and failure to do so is cause for termination. Living a homosexual lifestyle or cohabitation outside of marriage are examples of a lifestyle inconsistent with the practices of the Christian faith as viewed through the principles of The Lutheran Church-Missouri Synod. Current employees may apply for available positions and will be considered along with other applicants.

Employees who fit the definition of Called, as stated in the definition section of this handbook will be considered Called Workers in accord with the by-laws of The Lutheran Church-Missouri Synod.

Orientation

Concordia University is a beautiful and dynamic campus tucked into busy Orange County. In order to acquaint new employees with the campus layout and the location of various offices, an assigned mentor from his/her department will take the new employee on a tour of the campus. Introductions will be made to other people and offices. Each new employee will also receive appropriate training for his/her position. The Mentor, Supervisor or the Human Resources Director are available to answer any questions about this handbook or any CUI policies. Upon completion of orientation, Appendix D of this handbook will be completed by the employee, returned to the Human Resources Office, and become a permanent part of the employee's file.

As part of continuing orientation, this manual is available online at My CUI at http://www.cui.edu on the HR page.

Introductory Period

For exempt employees, the first ninety days at Concordia University will be an introductory period. This period provides an opportunity to adjust to the job and decide if it is suitable. It also gives supervisors the opportunity to evaluate performance early in employment. At the end of the introductory period, the employee should schedule an evaluation meeting with his/her supervisor. A written evaluation will be given. The length of employment is not guaranteed. Employees are free to quit at any time, with or without cause, and Concordia University is free to
terminate you at any time with or without cause. Concordia University would appreciate a standard two week notice from its employees.

Performance Appraisals
For new employees, a 90-day evaluation must be completed and submitted to the Human Resources Office. The Human Resources Office will distribute the evaluation form to the employee for completion. The employee or the supervisor may request an oral evaluation meeting at any time. The supervisor shall provide a written evaluation annually.

Criteria items for evaluation shall include but not be limited to performance; competency; working relationship with staff, faculty, students and the public; punctuality; and Christian attitude. A copy of the most recent evaluation form is included in Appendix E.

Advancement
When the employee feels ready to offer more service than the current position demands, the employee is encouraged to seek new opportunities for service and growth. We hope that will be at Concordia University.

The University seeks to fill its positions with the best qualified people through recruitment on and off campus. As positions within the University become available, they may be publicized within the campus community. Candidates from within the University are encouraged to apply for open positions.

Written performance appraisals serve as one of the bases for advancement. The administration may appoint employees to other positions if mutually agreeable.

Work Schedules
The typical workday is from 8 a.m. to 4:30 p.m., Monday through Friday, but workdays and hours may vary from position to position especially between exempt employees. Employees should take a one-half hour lunch break away from their work station. All full-time employees should take one ten-minute break for each half day worked. Such breaks should be taken at mutually convenient times as agreed upon with your immediate supervisor. Lunch periods and breaks should be coordinated within an office so as not to leave an office or office phones unattended.

Offices may close during chapel on Monday, Tuesday, Thursday and Friday. Attending chapel will meet the morning break requirement.
A work schedule with different hours may be required by the supervisor in certain positions or at certain times of the year. Alternate work schedules are possible in some departments with the approval of the supervisor.

Parking
Employees may park in any of the employee or general parking lots. Vehicles must be registered with the Security Office. The Security Office also issues an entrance permit and a gate transmitter. Parking is by permit only and the Concordia University parking permit must be attached to the employee’s vehicle in the standard location.

Keys
The Security Office will issue the employee appropriate keys for which approval has been given. Security on campus is an important issue. Please take care of these keys. The employee must report any key loss to the Security Office immediately at ext. 1101.

Attendance
Regular attendance during all scheduled hours of work, reporting for work on time, and continuing to work to the end of the work period are expected of every employee. Unsatisfactory attendance, including reporting late or leaving early, may result in disciplinary action. If, for any reason, the employee cannot report for work on time, the employee must telephone the supervisor, or the designated person, as far in advance of the starting time as possible.

Attendance may be considered unacceptable any time a pattern of absences, tardiness, or leaving early without supervisory approval is apparent. Unacceptable attendance will result in disciplinary action and, if not brought to an acceptable level, may result in termination of employment.

Monthly Report
Exempt employees are required each month to complete and submit an “Exempt Personnel Monthly Report” to the Human Resources Office. This form is posted on My CUI http://www.cui.edu/mycui under Human Resources.

Staff Meetings
Meetings for the entire University staff are held once a month during regular business hours. Special meetings will be called on an as-needed basis. To be an effective communications forum, it is necessary that all employees attend these meetings. Therefore, attendance at staff meetings is required. The employee must notify the Human Resources Office in the event of a missed staff meeting. This is a time when general information about all departments can be shared.
Every attempt will be made to keep the employee well informed about all aspects of the University community.

Staff Concerns
Please contact the Human Resources Office with questions or concerns, or speak to a member of the Staff Connections Team. Current Staff Connections Team members are listed on My CUI on the Human Resources page.

Pay Periods
Effective Jan 2009, all employees will be paid on a semi-monthly basis. Direct deposit to your bank can be arranged through the Human Resources Office, ext. 1229.

Personnel File
The employee's own personnel file may be inspected at any time by making an appointment with the Human Resources Office for a mutually convenient time. This inspection must be in the presence of a member of the Human Resources staff and the file may not be removed from that office.

Relationship with Students, Faculty, Staff, and Public
To a greater or lesser degree, all employees in the performance of their duties at the University come into contact with Concordia University students. It is expected that employees will seriously attempt to foster and promote pleasant Christian relationships with students. Each employee is expected to exhibit the kind of patience about which Scripture speaks. The employee should keep in mind that the student is often the younger member of the Concordia University community who, perhaps more so than the employee, tends to be guided by deeds rather than by words in forming opinions about a person's life as a Christian.

Employee conduct and contacts with citizens in the Orange County area shape the public image of Concordia University. Visitors, students, faculty and other staff members may be in contact with you on any given day. Many will form an opinion of Concordia University based upon the quality of that interaction.

Personal Appearance
An employee's personal appearance is very important because it reflects the image of the University. In general, the employee's appearance, grooming, and dress should be modest, business-like, in good taste, safe, and suitable for the work to be done. The staff is a reflection of the professional standards of the University. Any
questions about the appropriateness of any article of clothing should be directed to the immediate supervisor.

Smoking
All of the vehicles, buildings, balconies, offices, restrooms, and entrances to the University are non-smoking areas. People who smoke are to do so out-of-doors, away from entrances. It is the intent of the University to provide a smoke-free environment for all employees, students, and guests.

Drug Free Workplace
It is the policy of Concordia University to prohibit the unlawful manufacture, distribution, dispensing, possession, or use of any controlled substance on campus. Such activities are unlawful and contradictory to the Christian lifestyle. Violation will result in disciplinary action up to and including termination. Appropriate counseling and/or a substance abuse rehabilitation program may be a requirement for continuing employment. Any employee engaged in the distribution of grant money in the form of financial aid or in the use of any other federal grant money who is convicted of a drug violation is required by federal law to inform the Vice President for Administration and University Relations in writing within five working days after such conviction. Information on substance abuse rehabilitation resources and confidential counseling resources are available through the Health Office.

Confidentiality
The Family Educational Rights and Privacy Act of 1974, as amended (otherwise known as FERPA), sets forth requirements regarding the privacy of student records. FERPA governs release of records maintained by an educational institution and access to those records. This notice, published quarterly, explains the rights of students with respect to their educational records, and outlines the University's procedures to comply with the information posted on MY CUI. Employees can access this information at http://www.cui.edu/mycui and follow the links under Human Resources. If you have any questions regarding this procedure, please call the Information Technology Department at ext. 2487.

Student records are subject to the Family Educational Rights Privacy Act (FERPA). Before sharing any information pertaining to individual students, staff members should review the “Student Records” section of the current Concordia University General Catalog.
The employee is trusted to keep in confidence sensitive personal information, as well as reports and correspondence which are not for general circulation. For example, University business such as student records, telephone numbers or residential information, etc., is privileged information and disclosure may result in disciplinary action up to and including termination. Information should not be shared unless there is a bona fide need to know. Questions concerning the confidentiality of any information, or if the person requesting information really has a need to know, should be directed to the Human Resources Office. The University, responding to inquiries about employees, will verify only the starting date of employment and present position held. Disclosure of salary will be provided only if the employee has indicated consent to release this information.

Concordia University Property
Concordia University property is provided and maintained by the University to complete assigned tasks. It should be treated with care and used according to standard procedures. The employee should take appropriate security measures when leaving a work area unattended.

Employees are not to use Concordia University work facilities or equipment outside normal working hours without prior approval. Property is not to be removed from the campus. The exception to this policy will be in those instances when temporary removal may be desirable in order to complete assigned work and such removal has been authorized by a supervisor.

University Credit Cards
When it is necessary for an employee to manage a university credit card for departmental expenses or travel expenses the acquisition of the card must be approved by the vice-president for the department, and all expenses must be reviewed by the employee’s supervisor on a monthly basis. Employees who are given the responsibility of managing a university credit card must use them within their organization’s budget. If the organization budget is overspent, their credit card account will be closed. Any expenses that are disputed by the supervisor as unnecessary or considered personal expenses will be the unmitigated responsibility of the employee and full payment for these expenses must be made to the university within 10 days of the findings. Use of a university credit card for unnecessary or personal expenses may result in termination.

Personal Property on Campus
Concordia University is not responsible for the personal property of staff members brought onto the campus or used in a staff member’s office. The University insurance does not cover such items; however, as a general rule the individual’s
homeowner's or renter's insurance usually covers such items (less your deductible). Employees should check with their agent as to individual situations. The University cannot assume reimbursement for the loss or damage of personal items, including autos, for any cause.

**Communications**

When answering an office phone, please state your name and your department's name in a courteous and friendly manner. Personal telephone calls, including cell phone calls and e-mail, both incoming and outgoing, should be held to a minimum. They should not interfere with work or the availability of the equipment for University business. Use of the University's internet connection is provided for efficient communication of University business. Personal long distance calls are not to be charged to Concordia University except in emergency situations. Voice-mail and/or e-mail should not be considered to be private communications.

**Computer Network, Electronic Messages, Files and Messages**

Although the University may entrust employees with the use of voice-mail, e-mail, computer files, software or similar University property, employees should keep in mind that these items have been installed and maintained at great expense to the University and are only intended for business purposes. At all times, they remain University property. Likewise, all records, files, software and electronic communications contained in these systems also are the property of the University.

Employees are advised that the following are not private: electronic files, records and communications on the University computer systems, electronic communication systems or University telecommunications equipment. Although they are a confidential part of the University’s property, you should not use this equipment or these systems for confidential messages. The use of passwords to limit access to these systems is only intended to prevent unauthorized access to Voice-mail, e-mail and computer systems, files and records. Additionally, these systems are subject to inspection, search and/or monitoring by University personnel for any number of business reasons. Accordingly, these systems and equipment should not be used to transmit personal messages, except in necessary situations or when exceptions are specifically sanctioned by management. Voice-mail messages and e-mail messages should be routinely deleted when no longer needed.

Employees should be advised to use voice-mail and e-mail as cautiously as they would use any more permanent communication medium such as a memorandum or letter. Employees should realize that e-mail messages:

- May be saved and read by third parties
- May be retrieved in litigation even after deletion
- May be accessed by authorized service personnel, or

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January 2009
• May be examined by management for business purposes, without notice

To protect the University and to maintain network resources:
• Offensive, defamatory, obscene or racist messages may not be sent or forwarded to anyone
• If you receive such a message you are to report it to Human Resources immediately
• Do not send viruses through e-mail
• Do not open attachments from unknown sources
• Unsolicited e-mail or chain mail should not be sent or forwarded
• Personal use of Concordia’s e-mail system is to be kept to a minimum. Problems should be addressed by the supervisor and Human Resources notified
• Do not install any software without the express written permission of the IT department
• Downloading or viewing of offensive, defamatory, obscene or racist material is prohibited and may be cause for termination.
• Do not alter electronic data without proper authorization

There will be times when employees are unavailable, but the University, in order to conduct business, will utilize its ability to access e-mail, voice-mail, computer files or software or other University property. The University also may inspect the contents of voice-mail, e-mail, computers, computer files or software to monitor job performance, for training or quality control purposes, or when the University suspects that University property is being used in an unauthorized manner. Employees will be notified when this has occurred.

Systems Computer Technology (SCT) documentation and software that we use on our campus contains proprietary information that cannot be disclosed to outside parties.

Please note the following warning as it appears on a computer when it is turned on: Unauthorized access of this program is against State and Federal privacy laws, the policies of the University and may result in suspension, expulsion, termination and/or prosecution. The University recommends that employees refrain from giving passwords to colleagues or student workers.

Web Broadcasts
Guidelines for Broadcast E-mail Messages
1. All broadcast messages (whether to the entire campus or just faculty or just staff) are to be sent out by the webmaster or designee.
2. Broadcast messages will be sent out twice a day at approximately 10:30 am and 3:00 pm. These messages will contain business/student related items only. Any requests to send out broadcasts at other times during the day may
or may not be honored depending upon the urgency of the message. Business/student related meetings (including chapel) may be included in these daily broadcasts.

3. To accommodate broadcast requests regarding people/social related items, separate broadcasts will be sent out as needed. These broadcasts will have the subject line: "People News." Included in these announcements may be prayer requests, health related announcements, social events (showers, potlucks, good-byes, etc.) and anything else as needed. These messages must have some connection with the University – “Is this about the University or University people?”

4. Please do not format broadcast messages with special fonts, colors or graphics. Not all computers on campus (and the Web mail program) handle HTML formatted e-mail well and the message may not get through in the manner you anticipated. In addition, using e-mail formatting software from the internet can lead to an increase in computer viruses.

Employees who have any questions or comments about these guidelines, should send them to webmaster@cui.edu.

Website
Before being granted access to content on the University’s website, employees must be trained in using the Admin Module. The University webmaster will grant access rights to specific pages and levels of authority for website management. Please contact the webmaster at ext. 1203.

Outside Employment
As a full-time employee, your Concordia University job should be your first work priority. Under no circumstances should an employee be simultaneously employed by anyone doing business with the University.

Conflict of Interest
Every employee should be careful not to be involved in any position by which the employee could profit, either directly or indirectly, through misuse of the employee's position with the University. Any employee who is in a position to make or influence a business transaction between the University and a third party should not accept gifts or anything of substantial value or personal benefit from that party. The CUI Conflict of Interest policy statement and questionnaire can be found in Appendix F.

Office Supplies
Basic office supplies may be requested from the Mail/Copy Center. Requests for larger quantities may be ordered from Corporate Express (see Purchase Orders). All forms including requisitions, etc., are available on line at http://www.cui.edu/mycui, under Business Office.
**Business Contracts**

Employees may be empowered by their supervisor to negotiate the terms and conditions of vendor contracts appropriate to their responsibilities. The actual execution of the contract **MAY ONLY BE CONDUCTED, APPROVED AND SIGNED BY THE VICE PRESIDENT FOR ADMINISTRATION AND UNIVERSITY RELATIONS.** No employee, including faculty or staff, is authorized to enter into any contract on behalf of the University.

**Purchase Orders**

**PURCHASES FOR THE UNIVERSITY MUST BE MADE FOLLOWING A PURCHASE ORDER PROCESS.** This process is initiated with the completion of a requisition for the goods or services required. The requisition must be approved by a budget officer or departmental vice president, depending on the amount, prior to ordering and sent to the Business Office. A purchase order will then be completed and sent to the employee who may then place the order from a vendor. Invoices received from the vendor must be approved by the department head denoting that the goods or services were, in fact, received. In order to be paid by Accounting, an invoice must be approved, it must have an associated purchase order and it must have an approved requisition.

Invoices received without this process being followed may not be paid. It is the policy of the University to hold the individual that placed an order without an approved requisition personally responsible for the cost of that order.

**Reimbursement**

Items to be considered for reimbursement must be approved in advance of expenditure by submitting a requisition. After the approved expense has been incurred on behalf of the University, the employee should return the requisition form, with receipts attached, to the Business Office for payment. For further details and forms go to the Business Office page at My CUI.

**Management Responsibilities**

Just as you have certain responsibilities in carrying out work assignments, so too does the University through its managing personnel. Among these responsibilities, it is the exclusive responsibility of the University to manage and control the business of the University and to direct its personnel, which includes hiring, assigning, promoting, demoting, transferring, suspending, discharging and disciplining employees, and determining the size of the workforce. In this regard, it is the University’s exclusive prerogative to determine all matters pertaining to the operation of the University’s business, including all decisions pertaining to each and every aspect of the employer-employee relationship.
Solicitations
Solicitations or distributions of literature and/or other materials by anyone on Concordia University property is prohibited unless approved in advance by the Vice President of Student Services. Personal decisions about participating in or contributing to an organization or cause, or decisions about the purchase or sale of goods or services should not be influenced by work relationships.

Misunderstandings/Complaints
It is the earnest desire of the University that staff members attain a high level of personal satisfaction within their positions. Hence, the University wants to hear and judge fairly any complaints, problems, and/or misunderstandings. In accord with Christian principles, the University asks each employee to follow the problem solving method set out in Matthew 18. Every effort should be made to solve problems with co-workers directly. If direct discussion does not resolve the problem, the supervisor should be brought in to help facilitate a solution. If this step is not successful, the issue should be brought to the Vice President for Administration and University Relations for resolution.

Workplace Harassment
State and federal laws require annual training of employees regarding sexual/workplace harassment. It is the policy of Concordia University to prohibit harassment of its employees and students by any person, in any form. In addition, Concordia has a zero tolerance policy regarding the sexual harassment of students by faculty or staff. (See Appendix B, for the Sexual Harassment Policy.) Annual basic training regarding issues of workplace harassment is required by all faculty and staff members. All supervisors must take part in a two hour training course every other year. All courses are provided online by contacting www.bclearningonline.com/concordia. This training should be completed within your first month of employment and a refresher course must be completed annually, every year you are employed by the University. Employees will receive notification from Human Resources regarding the completion of refresher courses.

Safety
Cal/OSHA has established specific responsibilities for employer and employee. The University is required to provide employees a place of employment free from hazards that might cause serious injury or death. In compliance with state law, Concordia has adopted an official Injury and Illness Prevention Program (IIPP). All employees must be familiar with this document. The law further requires Concordia University to comply with specific safety and health standards issued by the Department of Labor. Employees can contact the Director of Campus Safety and
Security at ext. 1123 for questions concerning the Injury and Illness Prevention Program.

Each employee is required to comply with safety and health standards, rules, regulations and orders issued under the law and applicable to the employee's conduct. Safety is the employee's personal responsibility. The employee is responsible for keeping immediate work areas and the surrounding environment neat and orderly and for using assigned equipment correctly. The employee must follow all safety rules, including obeying safety signs and all supervisors' instructions. Basic campus safety training for every employee is completed during new employee orientation by the Director of Safety and Security.

The employee should be particularly alert to any unsafe or hazardous conditions. Such conditions should be reported immediately to a supervisor and to University Services for corrective attention. Working unsafely or creating unsafe conditions may endanger the employee or others and may result in disciplinary action. The Maintenance department can be reached at ext. 1530.

Security Officer
Security can be reached by contacting the attendant at either gatehouse. Each gatehouse is staffed twenty-four hours a day. The main gatehouse can be contacted by calling extension 1101. The person on duty will contact security by radio. If the situation warrants police help, call 911 to reach the Irvine Police Department.

Emergency Procedures
The Emergency Preparedness Plan for Concordia University is included in Appendix A of this Handbook. All employees are expected to become thoroughly familiar with its contents.

Medical Emergencies
In the event of an accident requiring medical attention, contact the Security Office (ext. 1101). In the event that immediate care is needed, the paramedics can be reached by dialing 911. All accidents, whether or not they require medical attention, must be reported to the Human Resources Office (ext. 1223) within 24 hours of the occurrence.

SECTION TWO - EMPLOYEE BENEFITS
Concordia University provides a range of benefits intended to compare quite favorably to the programs of other universities and employers in the area. The time-off plans, summer work schedule hours, various insurance programs and other benefits outlined here represent a significant value in addition to the employee's salary.
Compensation Policies
Initial compensation will be determined by the administration commensurate with the position. The University endeavors to pay salaries equal to or better than those paid by other small private universities.

All employees may be given an annual cost-of-living increase at a percentage rate determined by the Board of Regents for a given year depending upon University resources. Individual employees may be given additional increases commensurate with being assigned additional responsibilities in their position or being appointed to a new position. Compensation within the appropriate job grade will be reviewed annually.

Employees are responsible for checking their pay stubs. Pay stubs are available on Banner Web. In the event of an error in compensation, please notify the Human Resources office as soon as the error is noticed. If you, as the employee, is owed money by the University, the University will provide the compensation as soon as possible, but no later than the next pay period. If you as the employee owe the University money a plan for repayment to the University will be developed with the Director of Human Resources or the Vice President for Administration and University Services.

Tax Deferred Annuities
Employees may participate on a voluntary basis in tax deferred annuities (403B Plans). Arrangements for participation in a tax deferred annuity may be made through the Human Resources Office.

Eligibility for Medical, Retirement and Disability Benefits
Employment status is important in determining your eligibility for medical, retirement and disability benefits. Regular, full-time employees are eligible for these benefits. These benefits usually begin the first of the month following the new employee’s start date.

It is the responsibility of each eligible employee to notify the Human Resources Office and complete the appropriate documents in order to initiate, modify or terminate participation in any insurance or retirement plan. Any change in status must be reported to the Human Resources Office within ten (10) days of the event which necessitated the change.

Holidays
Concordia University observes a minimum of 12 paid holidays annually for regular full-time employees according to the annually published calendar.
Vacations
Vacations provide the opportunity to take blocks of time away from the normal work schedule for valuable spiritual, mental, and physical refreshment. Employees are encouraged to take time for which they are eligible. Vacation accrual begins the first month of employment.

Paid vacation time is provided for regular full-time employees on the following basis:

- After twelve months of continuous employment, the employee will have accrued a minimum of two weeks of vacation time
- After sixty or more continuous months of employment, three weeks (15 working days)

Previous employment experience and record may be reason for modification of this schedule on an individual basis. Regular part-time employees are also eligible for vacation time pro-rated on the basis of the average number of hours worked per week.

Normally, vacations are to be scheduled 30 days in advance with your direct supervisor. Care should be exercised so that each office is appropriately covered during all open hours, including academic vacation periods. The University needs its staff members to be on duty during class session days, and during the months of August and September as it prepares for the new school year. Normally, vacation days should not be requested during those times.

Vacations should be preferably scheduled in blocks of at least one week. Holidays occurring during scheduled vacations will not count as vacation days. Vacation time may be accrued up to a maximum of 1 1/2 times the annual number of days allowed. Vacations may be delayed if disability, illness, or accident extends into or occurs during the scheduled vacation period.

Sick/Personal Leave
All regular full-time employees are eligible for paid sick/personal leave. Part-time employees are not compensated for time not worked. Sick/personal leave is to be used for legitimate, non work-related personal illness or injury which prevents you from working, or for personal business, such as doctors and dentist appointments, etc. Sick/personal leave cannot be used to extend vacation time or holidays. If an absence is anticipated, the employee’s supervisor is to be notified as far in advance as practical.
An employee will be eligible for an aggregate of eighty (80) hours of paid sick leave and/or personal time per year without reduction in compensation.

Paid sick leave or personal leave will not accrue from year to year. On an employee’s anniversary date of hire, the employee is eligible for ten (10) days that year. Paid sick/personal leave may not be connected to vacation days.

Remember, sick/personal leave is available for use by regular full-time employees for necessities which cannot be otherwise scheduled during non-working or lunch time hours. This may include doctor’s appointments, personal business, bereavement, etc. Personal leave may be taken in hour increments.

Family and Medical Leave
Any regular full-time employee who has more than twelve months of continuous service may take up to twelve weeks of unpaid family care leave within a year as per the federal Family and Medical Leave Act of 1993. Family care leave includes time off for the birth or adoption of a child, or to care for a spouse, parent, or child who is seriously ill. Please see Appendix C for more specific details.

Effective July 1, 2004, California workers who are covered by the SDI program will also be covered for Paid Family Leave insurance benefits. Workers may receive up to six (6) weeks of benefits that may be paid over a 12-month period.

Key Provisions of the Law
- Payments are capped at six weeks over 12 month period
- Employer can require employee to use up to 2 weeks of vacation before receiving Paid Family Leave Insurance benefits
- Employees are eligible to apply without regard to length of employment with current employer
- There is a one week wait period before claimants are eligible for payment
- Upon return from FMLA leave, most employees must be restored to their original or equivalent positions with equivalent pay, benefits and other employment terms

Maternity Leave
Maternity leave is considered a type of disability leave by the State of California. The first seven days of your claim is a waiting period for which no benefits are payable. Benefits begin with the eighth day of disability. Employees may use vacation or personal/sick time during this seven day period. The usual disability period for a normal pregnancy is six weeks after the delivery date. (This maybe longer if cesarean delivery or other medical complications occur). The State of California and
Concordia Plan Services provide for partial salary payments for a specific period of time (depending on the type of delivery) after the initial one week of disability. Concordia University pays full salary to its employees (for a normal delivery) during the six weeks following the delivery of a child, only if the employee files the necessary documentation with the State of California and Concordia Plan Services. Detailed information concerning the plan is available in the Human Resources Office. It is the responsibility of the employee to contact the Human Resources Office to file the necessary documentation and to make arrangements for maternity leave.

**Adoption Leave**

Partial salary payment for adoptive parents is provided by the State of California through the *Paid Family Leave* insurance plan for all employees who pay into the State Disability Plan. Concordia University pays full salary to its employees for six weeks of ‘parent/child bonding’, only if the employee files the necessary documentation with the State of California. Adopted children, to be considered for this benefit, must be under 18 and may not be biologically related to either parents, which is known as kinship adoption. Further information is available from the Director of Human Resources, ext. 1223.

**Jury Duty**

Regular full-time and regular part-time employees (see definitions) are eligible to receive full pay for up to ten (10) days for the time they are called and required to serve on a jury. To receive regular pay, the employee must: 1) provide Human Resources with evidence of having served on a jury and 2) reimburse Concordia University with the fees received for jury duty with the exception of payment for mileage. The employee is expected to report to work for as much of the day as possible each day while serving on jury duty.

**Civil Leave**

Staff personnel called to appear in court as a voluntary witness or to defend oneself will be granted the legally required time off without pay. Service as an elected official on a public board should be done outside normal work hours. With prior approval from the employee’s supervisor and the Vice President for Administration and University Relations, time may be taken during the working day, without pay, to fulfill these obligations.

**District and Synodical Service**

Employees who serve in elected or appointed positions on boards or committees of either the Pacific Southwest District or The Lutheran Church-Missouri Synod may attend regularly scheduled meetings of these boards or committees as part of their job responsibilities at Concordia University. Before accepting such an appointment or being a candidate in an election, you should discuss the implications with respect to your duties at Concordia University with your supervisor.
When it is necessary to take vacation time to serve in a volunteer capacity for your Church, the vacation day(s) can be taken at ½ the regular rate.

**Military Service**
An employee who is in the military reserves may, at the employee's option, use either earned vacation time with full pay, or take time off without pay with no loss of earned vacation time, for full-time active reserve duty. In the event that the employee is called up to active duty, the employee will be reinstated as an employee of the University at the end of that tour of duty.

**Medical Insurance**

**Employee**
Concordia University provides two choices of health plans. Both plans include vision and dental coverage for its regular full-time employees. The HMO coverage includes a modest co-payment for services used. Prescription drugs are covered on a co-payment basis. The employee will select a medical group from the approved list. Orthodontic care is covered to a maximum amount per participant per lifetime. A PPO plan is also offered with open enrollment every November or during the first month of employment. This plan has a higher monthly contribution and an annual deductible.

A monthly benefit contribution will be assessed and deducted from each employee's paycheck based on the medical and dental coverage chosen by the employee.

**Eligible Dependents**
Eligible dependents include spouses and dependent children who have no other coverage available to them and are eligible under the guidelines set forth by the insurance provider. If coverage for spouses and/or dependent children is available to them through an employer, Concordia cannot provide additional coverage.

**Flexible Spending Account**
Regular full-time employees who are covered under Concordia’s medical/dental insurance may elect to participate in the Flexible Spending Account (also known as the Section 125 Plan). Eligibility requirements for the Plan are: first, you are a full time employee; and second, you are a participant in Concordia’s medical and/or dental insurance plans. You can join the Plan on the same day you are eligible to enter our group medical plan.

Before you can join the plan, you must complete an application to participate in the plan. For a detailed summary of the plan, please refer to the information posted on My CUI. Again, you must log into My CUI and follow the link under Human Resources. Click here to log into My CUI; [http://www.cui.edu/mycui](http://www.cui.edu/mycui)
Disability
In the event a full time employee of the University becomes disabled, they could be eligible for full salary benefits for six weeks. **The employee is responsible for filing all necessary documentation with the State of California and Concordia Plan Services to receive this benefit.** Human Resources will be happy to assist full-time employees with this paper work in order to receive these benefits. As with maternity disability, employees must use vacation or personal/sick days for the first 7 days of their disability due to California State Law.

Long-term disability insurance for all regular full-time and regular part-time employees (see definitions) is provided through Concordia Disability and Survivor Plans. It provides for partial salary payment for a specific period of time after the initial six weeks of paid disability leave. As with short-term disability, the first seven days may be covered by the employee by using a combination of sick leave, personal time, and/or vacation time. More than one year of absence is considered permanent disability, and the employee’s position will be declared open and employment at Concordia University would cease. Detailed information concerning the plan is found in the Concordia Plan Services material. In the event you need to take a disability leave, contact the Human Resources Office to make the necessary arrangements.

Under this same Plan, death benefits can be paid to survivors of members who die before retirement. Coverage also includes a lump-sum benefit to the member when one of his or her covered dependents dies. Additional details of the coverage are available in the Human Resources Office. All regular employees participate in the Concordia Disability Plan and are eligible for California State Disability.

Retirement Plan
All regular employees participate in the Concordia Retirement Plan. This plan is administered by The Lutheran Church-Missouri Synod. Vesting in the plan takes place after five years of credible service with any participating employer. Participation in this plan is paid for by the University. Employees will receive an annual statement directly from Worker Benefit Plans or employees can go to their website at [www.concordiaplans.org](http://www.concordiaplans.org).

Travel Accident Insurance
Currently Concordia University provides accident insurance coverage for all regular full-time and regular part-time employees (see definitions) while traveling worldwide.

All Cause Accident Insurance
Through Concordia Plan Services, an All Cause Accident Insurance Policy is available. If the employee elects this coverage, the premium will be paid by the employee and deducted from monthly compensation. www.concordiaplans.org.

Staff Tuition Waiver
After one year of continued full-time employment, Concordia University provides partial tuition waivers for full-time staff and their dependent children (as defined by the IRS) and spouses enrolled at Concordia University. This grant applies to baccalaureate and fifth year work. When an employee applies for postgraduate studies at Concordia University, the employee will receive a partial tuition waiver although a lesser discount applies to spouses for graduate work. There is no discount for dependent children for graduate work. To be eligible for a tuition waiver a student must be enrolled full-time as defined by their program.

The application process is required. There are no automatic tuition waivers. Application for tuition waivers must be made to the Financial Aid Office by regular published deadlines. This is institutional aid and all GPA and unit requirements apply as specified in the catalog. Regular financial aid documents (Free Application for Federal Student Aid and Concordia University Financial Aid Application) for Cal Grants, etc. must be completed. The amounts received from these sources, if any, will be a part of the total amount of tuition waiver granted. (See the Concordia University Handbook, Policy 713.1, section 4.2 for an example and additional detail). Eligibility for staff tuition waiver ends on the employee's last day of employment.

Advance Study Program
If a staff member chooses to pursue a higher degree in a field of study which would contribute to the fulfillment of the job description, or if an advanced degree is a designated requirement for the job description, the employee may obtain a Staff Advance Study Proposal Form from the Human Resources Office. Financial assistance is then subject to approval.

Staff Development
Concordia University encourages the non-teaching staff to develop skills which will enhance the employee's skill and performance level. The university may reimburse the costs of classes or training. All classes or training to be considered for reimbursement must be approved in advance by the employee's supervisor and the Vice President for Administration and University Relations.

Worker's Compensation Insurance
Concordia University provides Worker's Compensation Insurance for all members of the University work force. Should a staff member be injured while working, the injury should be reported to the Security Office (ext. 1101), the employee's
supervisor and the Human Resources Office immediately, if possible, but no later than 24 hours after the injury occurs.

Service Awards
To recognize service to Concordia University, an award program has been established for all employees. Awards are given for years of service in multiples of five. This recognition will usually take place at the close of each academic year.

SECTION THREE - EMPLOYEE SERVICES

Staff members of Concordia University are invited to utilize the following services, privileges, and extensions of the campus community.

Chapel
Chapel is held Monday, Tuesday, Thursday, and Friday in the Worship and Performing Arts Center. Campus offices may close and employees are invited to attend chapel during this time.

Communications
My CUI is the official publication of the University and employees can visit it by clicking here: www.cui.edu/mycui.

During the academic year the Mail/Copy Center delivers incoming mail to offices and boxes twice each business day. All outgoing mail destined for off-campus locations must be coded to indicate the office of origin. Postage or delivery fees will be computed and paid by the Mail/Copy Center with charges posted to the appropriate office of origin. Mail not marked with the office of origin will be opened and returned to the originating office. Large mailings should be arranged in advance through the Mail/Copy Center. Delivery of on-campus mail includes the Pacific Southwest District Office.

Publications
The University Promotion Office serves as the clearing house for all publications generated by the campus, with the exception of student publications. Help in producing quality materials that reflect positively on the University is available. This office will provide assistance in advertising events and developing brochures. The University Promotion Office will help with writing and distributing press releases.

Copy Production
The Mail/Copy Center serves as the large volume copy center for the University. A request form for copy production, along with the originals, should be sent to the Mail/Copy Center. This form will indicate quantity, date needed, and other information about the job. These forms are available in the Mail/Copy Center.
Small jobs may be completed within a 24-hour turn-around time. Network print jobs may also be submitted directly from your computer to the Xerox Copy Center in the mailroom. Large jobs must be arranged well in advance with the Mail/Copy Center.
Master Calendar

The University Services Office is responsible for the development of a master calendar for both events and facility use on the campus. Requests for space for meetings, van transportation, housing for guests, and all scheduling must be made through this office. ADVANCE PLANNING IS ESSENTIAL.

Estate Planning

The Foundation Office provides help in estate planning. Periodically seminars are offered on this subject.

Library

University employees have library privileges on the same basis as University students.

Bookstore

Full-time employees receive 10% off all regularly priced clothing and gift items in the store which bear the institution’s name, seal, imprint or logo. Items that do not qualify for the 10% discount include postage, electronics, already discounted items and school supplies. The discount is provided at any time during the store’s business hours. In the event that the Bookstore is holding a sale or special promotion, faculty and staff will receive either the sale price or the faculty/staff discount, whichever is greater, but not both. This does not apply to student employees.

ATM

An automated teller machine is available in the Student Union in the hallway by the restrooms. A nominal bank fee is charged for this service.

Food Services

Food services are available at the Student Union. Meals may be purchased with cash. You may also purchase food credit through the Campus Bank. This credit is applied to your employee ID card which is scanned by the Cafe personnel for the purchase of food. Full-time employees receive a discount for their personal meals.

Departments planning functions that will need food service are to contract with Bon Appétit for these services. Arrangements for these requests must be approved by the appropriate budget officer and facility approved by University Services before being processed by the food service manager.

Exit Interview

Upon leaving employment at Concordia University, the employee is required to participate in an exit interview in the Human Resources Office. A two-week notice is standard practice. All University keys, tools, books, etc., should be turned in at the
exit interview. A forwarding address for your W-2 income report must be left with the Human Resources Office.

Concordia University values the observations and information that employees may provide when leaving the University. The terminating employee is encouraged to use the exit interview as an opportunity to provide information which may be helpful in improving the Concordia University community.

Additional Benefits

Currently, the following are a few of the additional benefits of employment at Concordia University that are open to employees:

1) Eligibility for an account at the Teachers First Federal Credit Union and/or ORCO State Employees Credit Union.
2) Membership banking package through Wells Fargo or Farmer’s & Merchant’s Bank
3) Membership in the CU Fitness Center for $25.00 per year.

Additional information is available in the Human Resources Office.
Appendix A
Concordia University Emergency Preparedness Plan

I. Building Evacuation Procedure

These procedures shall be followed when conditions are created which require building evacuation:

A. Be sure all persons in the area are evacuated to a safe place.
B. Help those who need assistance.
C. Close all doors when you leave.

II. Procedure in case of fire or fire condition.

A. Activate the nearest fire alarm station.
B. Alert all persons that a fire condition exists or a fire is in progress. Evacuate that area of the building.
C. Telephone Campus Safety and Security (ext. 1101) and advise them of the fire condition. Report code red with location.
D. Close all doors to confine the fire.
E. Assign someone to wait and assist the emergency personnel who will be responding to the fire. Advise them of anyone not accounted for.
F. Use of Fire Extinguisher:
   1. Do not use any fire extinguisher unless you have been trained in its use. Training is available through Safety and Security (ext. 1101).
   2. Do not use an extinguisher unless you think it’s safe to do so.
   3. NEVER enter a smoke filled room!
   4. NEVER enter a room containing a fire without a backup person being present.
   5. Feel all doors at the top for heat. Do not open a door if the door is warm to the touch. Even if the door is cool, kneel as low to the floor as possible before entering the room.

III. Hazardous Material Spills Procedure:

A. Safety and Security (ext. 1101) should be contacted to respond to spills in which any of the following conditions occur:
   - A life threatening condition exists.
   - The condition requires assistance of emergency personnel (i.e. fire, police, etc.) from outside the department.
   - The condition requires the immediate evacuation of all employees from that area of the building.
   - The spill involves quantities greater than 2.0 liters.
   - The contents of the spill material are unknown.
   - The spill material is highly toxic.
   - You feel physical symptoms of exposure, such as eye irritation, difficulty breathing, coughing, dizziness, nausea, or skin irritation.
If a spill of a highly toxic bio-hazardous or flammable material occurs, proceed in the following manner:

1. Alert people in the involved area to the hazardous condition.
2. Evacuate the involved area. Those persons most knowledgeable about the spilled material should be available to provide information to the police and participate in the elimination of the hazardous condition.
3. Isolate the area and have lab personnel deny entry to all non-emergency personnel. Close the door and/or try to divert traffic away from the spill area.
4. Move to a safe location.
5. Call Safety and Security (ext. 1101) to request chemical spill assistance. Give the location of the spill, the extent of the spill, and as much specific information about the materials as you can to the dispatcher.

B. If the spill is less than 2.0 liters of dilute acids, bases, solvents, or toxic materials whose properties you are very familiar with and adequate protection and clean-up supplies are available, the spill is considered minor and may be cleaned up without the assistance of emergency personnel even though the clean-up procedure may require specialized knowledge and specialized equipment.

This applies only when:
* a relatively small area of a lab or room is affected; and
* only a relatively small number of personnel may need to leave the area until the spill is cleaned up.

If a minor spill of toxic, radioactive, flammable, or bio-hazardous material occurs, the supervisors within the unit are responsible for ensuring that it is cleaned up and proper disposal of clean-up materials is completed.

Additional information or assistance on minor spill clean-up may be obtained from Material Safety Data Sheets (MSDS), available in the University Services Office.

Spill clean-up materials are available from maintenance (ext. 1530).

IV. Earthquakes

When the room begins to shake, get under a table or a desk or stand in a doorway; stay away from the windows, glass partitions, or cabinets. After the shaking stops, survey your area for damage and injured people. If severe building damage has occurred or if life threatening conditions are observed, calmly evacuate the area. After the quake, check all phones in your area and cradle the receivers.

V. Emergency First Aid
A. In any circumstance in which an employee is unconscious or otherwise appears to be having a serious medical emergency, call 911.

B. If an employee directly contacts a hazardous material:

1. Remove any contaminated clothing or shoes and leave the room.
2. Wash hands, face, and any exposed portions of the body with a mild detergent and water - shower if facilities are available.
3. If eyes have been contaminated, flush with water for 15 minutes. (Do not use a detergent.)
4. For immediate care, the employee should go or be taken to the Campus Health Office or to the Irvine Medical Center, 16200 Sand Canyon, Irvine (753-2000).

In the event immediate care is needed, paramedics can be reached by dialing 911.

Note: Care should be taken not to spread the contaminant. If the contaminant is hazardous when airborne, try to hold your breath until you are out of the immediate area. Additional information may be found in the Campus Safety Manuals.

VI. Bomb Threat

Bomb threats are generally made over the telephone by individuals who want to create an atmosphere of anxiety or panic. **EVEN SO, all bomb threats should be taken seriously**

**IF YOU RECEIVE A BOMB THREAT BY TELEPHONE:**
1. REMAIN CALM.
2. Take the caller seriously.
3. Ask questions using the checklist below as a guide. Take notes on everything said and on your observations about background noise, voice characteristics, etc.
4. If possible, get a co-worker to call Security and Police.
5. Call ext. 1101 immediately after the call.
6. Notify your supervisor/department head.
7. The Police/Security will determine what steps should be taken and will provide you with instructions.
8. DO NOT re-enter an evacuated area until instructed to do so by Police/Security.

**BOMB THREAT CHECKLIST**

**Try to get the caller to answer these questions:**
1. When is the bomb going to explode?
2. Where is it right now?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. What is your name?
8. What is your address?

Take note of the following:
1. The exact wording of the threat.
2. The caller’s voice, sex, age or race.
3. The length of the call.
4. The phone number at which the call was received.
5. Background noises or sound.

IF YOU NOTICE A SUSPICIOUS PACKAGE/OBJECT:
1. If you receive or discover a suspicious package or foreign device, **UNDER NO CIRCUMSTANCES, SHOULD YOU TOUCH IT, TAMPER WITH IT OR MOVE IT!**
3. No radio transmitting devices (e.g., walkie-talkies, cell phones) within 300 feet of affected area.

Search procedures are to be completed by Security and/or Police Department personnel with the assistance of the people in the affected area/office.

Unless the threat is determined to be valid, evacuation of area is **NOT** to be called.

VII. Emergency Utility Failure
   A. Natural Gas Leak
      If you smell or otherwise detect a leak of natural gas, cease all operations; follow evacuation procedures and call Safety and Security (ext. 1101). **DO NOT** turn "on" or "off" a light switch or any electrical equipment.

VIII. Non Emergency Utility Failure
   A. Electrical
      Evacuate darkened areas with caution! Report the location and hazards of machinery or operation that were interrupted. Call ext. 1530, Maintenance. If no answer dial "0."

   B. Elevator Failure
      Report elevator failures to Maintenance, ext. 1530. Try to communicate to trapped elevator occupants that help is on the way. If you are trapped inside the elevator, use the elevator phone to request emergency assistance from Maintenance.

   C. Flooding/Plumbing Failure
      Do not touch electrical appliances while you are standing in an area flooded with water. Turn off electrical power at the circuit breaker before entering the flooded area. If safe to do so, lift valuable items above the reach of the water.
D. Ventilation Problems

If odors come from the ventilation system, notify Maintenance, ext. 1530 and the University Services Office, ext. 1717.

Note: As they are updated and revised, the Campus Emergency Phone Tree and Building Exit Plans are distributed to the staff. Please keep them with this manual.
Appendix B
Concordia University Sexual Harassment Policy and Grievance Procedure
Concerning Employees

1. INTRODUCTION

Concordia University Irvine is committed to creating and maintaining a community where all persons who participate in University programs and activities can work and learn together in an environment free from sexual harassment. Sexual harassment is contrary to the religious and moral tenets of the university. Every member of the university community should be aware that the university is strongly opposed to sexual harassment, and that such behavior is prohibited both by law and by university policy. The university will respond promptly and effectively to reports of sexual harassment, and will take appropriate action to prevent, to correct, and if necessary, to discipline behavior that violates this policy.

2. DEFINITION

Concordia University Irvine defines sexual harassment as including the following behavior:

2.1 Unwelcome sexual advances; requests for sexual favors; unwelcome touching, fondling, visual display and all other verbal, nonverbal, or physical conduct of a sexual nature, when

a. submission to such conduct is made, either explicitly or implicitly, a term or condition of instruction, employment, or participation in any university program or activity;

b. submission to or rejection of such conduct by an individual is used as the basis for evaluation in making academic or personnel decisions affecting such individual, or as the basis for decisions affecting such individual’s participation in any university program or activity; or

c. such conduct has the purpose or effect of creating a hostile and intimidating environment sufficiently severe or pervasive to substantially impair a reasonable person’s participation in university programs or activities, or use of university facilities.

Some examples that may constitute sexual harassment include:

- Making sexual propositions or pressuring students for sexual favors
- Touching of a sexual nature
- Displaying or distributing sexually explicit drawings, pictures, or written materials
Performing sexual gestures or touching oneself in front of others
- Telling sexual or dirty jokes
- Spreading sexual rumors or rating other students as to sexual activity or performance
- Circulating or showing email, Web sites of a sexual nature
- Unwelcome leering, whistling, brushing against the body, or suggestive or insulting comments
- Comment on an individual’s body, inquiries into one’s sexual experience and discussion of one’s sexual activities

2.2 In the interest of preventing sexual harassment, the university will respond to reports of any such conduct.

2.3 In determining whether the reported conduct constitutes sexual harassment, consideration shall be given to the record of the conduct as a whole and to the totality of the circumstances, including the location of the incident and the context in which the conduct occurred. In general, a charge of sexual harassment can only be addressed by the university when the university can reasonably be expected to have some degree of control over the alleged harasser and over the environment in which the conduct occurred.

2.4 Sexual harassment may include incidents between any members of the university community, including faculty and other academic appointees, staff, coaches, students, and non-student or non-employee participants in university programs, such as vendors, contractors and visitors. Sexual harassment may occur in hierarchical relationships or between peers.

3. PROVISION

3.1 Any member of the university community may report conduct that may constitute sexual harassment under this policy. In addition, supervisors, managers, and other designated employees are responsible for taking whatever action is necessary to prevent sexual harassment, to correct it when it occurs, and to report it promptly to the appropriate official designated to review and investigate sexual harassment complaints. An individual also may file a complaint alleging sexual harassment with the designated Complaint Resolution Officer as shown in Attachment A.

As a university, its employees, and students also must be aware of the need for freedom of inquiry and openness of discussion in its educational and research programs, and must strive to create and maintain an atmosphere of intellectual seriousness and mutual tolerance in which these essential features of academic life can thrive. No university can or should guarantee that every idea expressed in its classrooms or laboratories will be inoffensive to all; pursued seriously, education and scholarship necessary entail raising questions about received opinions and conventional interpretation. Concordia
University Irvine does guarantee, however, that credible accusations of inappropriate sexual remarks or actions will be investigated promptly, thoroughly, and fairly.

3.2 It is a violation of the university’s policy for any member of the university community to engage in conduct that meets the university definition of sexual harassment.

3.3 This policy also prohibits retaliation against a person who reports sexual harassment, assists someone with a report of sexual harassment, or participates in any manner in an investigation or resolution of a sexual harassment complaint. Retaliation includes threats, intimidation, reprisals, and/or adverse actions related to employment or education.

3.4 As part of the university’s commitment to providing a working and learning environment free from sexual harassment, this policy shall be disseminated widely to the university community through publications, websites, new employee orientations, student orientations, and other appropriate channels of communication. Several key locations on campus shall make educational materials available to all members of the university community to promote compliance with this policy and familiarity with university reporting procedures. In addition, the university shall designate university employees responsible for reporting sexual harassment and provide training to those designated employees. Generally, such persons include supervisors, managers, academic administrators, deans, department chairs, student advisors, graduate advisors, residence hall staff, coaches, security officers, student affairs staff, and health center staff. A written description of the university procedures for the resolution of sexual harassment complaints shall be available upon request from the designated Complaint Resolution Officers (see Attachment A).

3.5 The university shall provide a prompt and effective response to reports of sexual harassment in accordance with the procedure below. A prompt and effective response may include early resolution, formal investigation, and/or targeted training or educational programs. Upon findings of sexual harassment, the university may offer remedies to the individual or individuals harmed by the harassment consistent with applicable complaint resolution procedures. Such remedies may include counseling, an opportunity to repeat course work without penalty, changes to student housing assignments, or other appropriate interventions. Any member of the university community who is found to have engaged in sexual harassment is subject to disciplinary action up to and including dismissal. Generally, disciplinary action will be recommended when the harassing conduct is sufficiently severe, persistent, or persuasive that it alters the conditions of employment or limits the opportunity to participate in or benefit from university programs or activities. Any
manager, supervisor, or designated employee responsible for reporting or responding to sexual harassment who knew about the harassment and took no action to stop it or failed to report it also may be subject to disciplinary action. Conduct by an employee that is sexual harassment or retaliation in violation of this policy is considered to be outside the normal course and scope of employment.

3.6 Because sexual harassment frequently involves interactions between persons that are not witnessed by others, reports of sexual harassment cannot always be substantiated by additional evidence. Lack of corroborating evidence or “proof” should not discourage individuals from reporting sexual harassment under this policy. However, individuals who make reports that are later found to have been intentionally false or made maliciously without regard for truth, may be subject to disciplinary action. This provision does not apply to reports made in good faith, even if the facts alleged in the report cannot be substantiated by an investigation.

4. PROCEDURE

4.1 Making Reports of Sexual Harassment

Any member of the university community who feels that he or she has been the victim of sexual harassment, and any member of the university community witnessing an incident of sexual harassment should report the incident as soon as possible after the alleged conduct occurs. Reports should be brought to the designated Complaint Resolution Officer (see Attachment A). If one of the Complaint Resolution Officers is the alleged offending party, or if the individual is uncomfortable reporting the incident to him (or her), or if it would be inappropriate to discuss the matter with him (or her), it should be reported to one of the other Complaint Resolution Officers.

Individuals making reports of sexual harassment shall be informed by the Complaint Resolution Officer about the range of possible outcomes of the report and the options for resolving potential violations of the university policy on sexual harassment. At a minimum, the options shall include (a) early resolution, and (b) filing of complaints (which includes a formal investigation of complaint).

4.2 Early Resolution

The goal of early resolution is to resolve concerns at the earliest stage possible with the cooperation of all parties involved. Early resolution may involve an inquiry into the facts, but typically does not include a formal investigation. Early resolution shall be flexible and encompass a full range of possible appropriate outcomes. Early resolution may include options such as mediating an agreement between the parties, separating the parties, referring
the parties to counseling programs, negotiating an agreement for disciplinary action, conducting targeted educational and training programs, or providing remedies for the individual harmed by the harassment.

Early resolution shall be concluded as promptly as possible and in most cases within thirty (30) days after an incident of sexual harassment has been reported to a Complaint Resolution Officer. The time period for completing early resolution may be extended by agreement of the parties.

4.3 Filing of a Complaint

In cases where early resolution is inappropriate or in cases where early resolution is unsuccessful, the university may conduct a formal investigation. In such cases, the individual making the report shall be encouraged by the Complaint Resolution Officer to: 1) file a written complaint and request for formal investigation or 2) the Complaint Resolution Officer may prepare a written summary of the reported incident(s) based on discussions with the individual making the report. The individual will be asked, but not required, to initial that summary as a means of verifying the facts.

Upon filing of a sexual harassment complaint, the Complaint Resolution Officer shall: 1) notify the individual accused of conduct violating the university policy on sexual harassment; 2) provide that individual with either a copy of the written complaint or a full and complete written statement of the allegations, and 3) provide copies of the university’s policies and procedures for responding to reports of sexual harassment.

When a student is accused of sexual harassment, regardless of the status of the alleged victim (i.e., another student, a faculty member, etc.), the relevant student disciplinary procedures set forth in this policy shall apply. The individuals involved will be notified that a sexual harassment complaint has been received and will be investigated in accordance with this policy. If a university employee is accused of sexual harassment, his or her supervisor will be notified of the alleged offense. The individuals involved will be notified that a sexual harassment complaint has been received and will be investigated in accordance with this policy. When either a student or employee is accused, depending on the seriousness of the complaint, interim measures, including suspension of the alleged offender from work with pay, if determined to be appropriate, may be taken before the complaint is fully investigated.

4.4 Formal Investigation

Upon the filing of a written complaint and request for investigation by the university or upon direction of the Complaint Resolution Officer, the university will investigate allegations of sexual harassment. The individual(s) conducting
an investigation shall be familiar with the university policy on sexual harassment, the legal standards applicable to sexual harassment investigations and the investigative techniques suitable for conducting sexual harassment investigations. In addition, the individual(s) conducting an investigation shall have training or experience conducting sexual harassment investigations.

Investigations will include: 1) a review of relevant documents identified by the investigator; 2) interviews of the complainant and alleged offender; 3) interviews of all relevant witnesses identified by the investigator and the involved parties, and 4) ensure all persons notified maintain confidentiality. Investigations shall be concluded as promptly as possible and in most cases within sixty (60) days after the complaint and request for formal investigation was filed.

Within ten (10) days after completing the investigation, the investigator will prepare a written report that at a minimum includes: 1) a statement of the allegations and issues; 2) the positions of the parties; 3) a summary of the evidence; 4) findings of fact; 5) and a determination by the investigator as to whether university policy has been violated.

No later than five (5) days after the report is completed, the investigator shall submit the report to Complaint Resolution Officer with authority to implement the actions necessary to resolve the complaint.

4.5 Action on Investigative Findings

Within fifteen (15) days after the report of the investigator is received by Complaint Resolution Officer, the Complaint Resolution Officer will inform the complainant and the alleged offender in writing that the investigation has been completed and of the action taken by the university; provided, however, that the complainant shall only be informed in writing of any findings made by the university that university policy was or was not violated and of actions taken by the university to resolve the complaint, if any, that are directly related to the complainant (such as an order that the alleged offender not contact the complainant). The complainant may generally be notified that the matter has been referred for disciplinary action, but shall not be informed of the details of the recommended disciplinary action without the consent of the alleged offender.

Within fifteen (15) days after the report of the investigator is received by Complaint Resolution Officer the Complaint Resolution Officer will also inform the complainant and the alleged offender that they may request a copy of the final investigative report. However, should the complainant or the alleged offender request a copy of the final investigative report, the report provided by the university shall be redacted to protect the privacy of personal and
confidential information regarding all individuals other than the individual requesting the report.

4.6 Appeal Procedure

If the complainant or the alleged offender is not satisfied with the action on the investigative findings, he or she may appeal the case by the provision outlined in this sexual harassment policy. The alleged offender shall be permitted to appeal the actions taken by the university, but shall not be allowed to appeal any factual findings made by the university. The appeal process exists to review the appropriateness of initial decisions. Beyond not liking the original decision or sanction assigned, those appealing should have a defined and clearly articulated rationale. Appeals will be denied if they do not clearly reflect one or more of the following circumstances:

1. A procedural error was prejudicial to the rights of the accuse;
2. The sanction is inappropriate; or
3. New information is available which was not available at the time of the investigation, and which would have substantially affected the decision made by the Complainant Resolution Officer.

For Students:

If a student chooses to appeal, the appeal should be submitted electronically by following the link provided in the written notice of the Complainant Resolution Officer. If a student is unable to submit an appeal electronically, he or she may submit a typed letter to the Complainant Resolution Officer. The appeal must be received within ten (10) days of the date on the written notice. Students will have only one opportunity to appeal. Students who do not participate in the investigation forfeit the right to appeal.

Appeals are conducted through: 1) administrative hearing or 2) a board hearing. The appointed Appeals Officer, or his/her designee, reserves the right to determine if an appeal will be presented to the appeals board or remain an administrative appeal. Upon review of the case, the appeals officer or appeals board may:

a. Affirm or modify, either to increase or decrease, the sanction imposed by the Complainant Resolution Officer.
b. In the case of procedural error or new information, direct such information to the investigator.

In all cases, whether adjudication is administrative or board hearing, students are expected to comply with sanctions while an appeal is pending, unless a request for a stay of sanctions (postponement) has been submitted in writing.
to the Appeal Officer and that request has been granted.

Administrative hearings are most common and are adjudicated by one appeals officer or his/her designee. The appeals officer, or his/her designee, will endeavor to provide the student with a decision within thirty (30) days of the receipt of the filing of the appeal. The decision will be communicated to the student in writing, eagles email account, phone, or combination of these means.

The Appeals Board hearing consists of a represented group of University faculty, staff, and students selected by the Appeals Officer or his/her designee. The Appeals Board holds the right to establish whatever rules and guidelines it deems appropriate for any given hearing, but does not have the authority to interpret or modify University policy or the Concordia Code of Conduct.

For University Employees:

If an employee chooses to appeal, the appeal should be submitted electronically by following the link provided in the written notice of the Complainant Resolution Officer. If an employee is unable to submit an appeal electronically, he or she may submit a typed letter to the Complainant Resolution Officer. The appeal must be received within ten (10) days of the date on the written notice. Employees will have only one opportunity to appeal. Employees who do not participate in the investigation forfeit the right to appeal.

Appeals are conducted through: 1) administrative hearing or 2) a board hearing. The appointed Appeals Officer, or his/her designee, reserves the right to determine if an appeal will be presented to the appeals board or remain an administrative appeal. Upon review of the case, the appeals officer or appeals board may:

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receipt of the filing of the appeal. The decision will be communicated to the employee in writing, via email account, phone, or combination of these means.

The Appeals Board hearing consists of a represented group of University faculty and staff selected by the Appeals Officer or his/her designee. The Appeals Board holds the right to establish whatever rules and guidelines it deems appropriate for any given hearing, but does not have the authority to interpret or modify University policy.

4.7 Recording of Investigative Materials

The Complaint Resolution Officers are responsible for maintaining records relating to sexual harassment reports, investigations and resolutions. Records shall be maintained a minimum of five (5) years after the date the matter is resolved or longer at the discretion of the Complaint Resolution Officer in cases where the parties have a continuing affiliation with the university. If the alleged offender is a university employee, the personnel file of the alleged offender will state that an investigation was made and indicate the final outcome of the investigation. All records pertaining to pending litigation or a request for records shall be maintained in accordance with instructions from legal counsel.

5. ADDITIONAL ENFORCEMENT INFORMATION

The federal Equal Employment Opportunity Commission (EEOC) and the California Department of Fair Employment and Housing (DFEH) also investigate complaints of unlawful harassment in employment. The U.S. Department of Education Office of Civil Rights (OCR) investigates complaints of unlawful harassment of students in educational programs or activities. These agencies may serve as neutral fact finders and attempt to facilitate the voluntary resolution of disputes with the parties. For more information, contact the nearest office of the EEOC, DFEH or OCR listed in the telephone directory.

ATTACHMENT “A”

General and Off-Site Campus Complaint Resolution Officers (CRO)

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<tr>
<th>If the alleged harasser is a:</th>
<th>You need to file your complaint with:</th>
<th>Refer to the following grievance procedures and policies:</th>
<th>The University will endeavor to resolve the grievance in:</th>
<th>The University will endeavor to make a decision regarding the appeal in:</th>
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<tr>
<td>Member of the Faculty</td>
<td>Peter Senkbeil</td>
<td>University Policy 712.3</td>
<td>90 days of the official complaint date.</td>
<td>30 days of the official appeal date.</td>
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<td></td>
<td>Vice President of Academic Affairs/Associate Provost</td>
<td></td>
<td>Please note that University holidays may interrupt and prolong the time line.</td>
<td>Please note that University holidays may interrupt and prolong the time line.</td>
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<td>Grimm Hall 315 (3rd Floor)</td>
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<td>(949) 854-8002, x1513</td>
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</tr>
<tr>
<td></td>
<td><a href="mailto:peter.senkbeil@cui.edu">peter.senkbeil@cui.edu</a></td>
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January 2009
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<tr>
<th>Member of the Staff</th>
<th>Pamela Clavir</th>
<th>Director of Human Resources Administration Building 200 (949) 854-8002, x1223 <a href="mailto:pam.clavir@cui.edu">pam.clavir@cui.edu</a></th>
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<td>90 days of the official complaint date. Please note that University holidays may interrupt and prolong the time line’</td>
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<tr>
<td></td>
<td>30 days of the official appeal date. Please note that University holidays may interrupt and prolong the time line’</td>
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<tr>
<td>Student (Undergraduate)</td>
<td>Kimberly Chamberlain</td>
<td>Associate Dean of Students, Residential Education &amp; Services Sigma Square (2nd Floor) (949) 854-8002, x1499 <a href="mailto:kimberly.chamberlain@cui.edu">kimberly.chamberlain@cui.edu</a></td>
</tr>
<tr>
<td></td>
<td>Derek Vergara</td>
<td>Dean of Student Affairs Administration Building 300 A/B (949) 854-8002, x1417 <a href="mailto:derek.vergara@cui.edu">derek.vergara@cui.edu</a></td>
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<td>2009-2010 Concordia University Irvine Student Code of Conduct at <a href="http://www.cui.edu/studentlife/studenthandbook.aspx">http://www.cui.edu/studentlife/studenthandbook.aspx</a></td>
<td>90 days of the official complaint date. Please note that University holidays may interrupt and prolong the time line’</td>
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<tr>
<td></td>
<td>30 days of the official appeal date. Please note that University holidays may interrupt and prolong the time line’</td>
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<tr>
<td>Student (Graduate, CU Accelerate, Nursing Programs)</td>
<td>Paul Marquardt</td>
<td>Associate Dean, School of Business &amp; Adult Programs Grimm Hall (2nd Floor) (949) 854-8002, x 1318 <a href="mailto:paul.marquardt@cui.edu">paul.marquardt@cui.edu</a></td>
</tr>
<tr>
<td></td>
<td>Barbara Howard</td>
<td>Site Director, Temecula; Accelerated Degree Completion Program (951) 308-1485/(949) 854-8002, x1307 <a href="mailto:barbara.howard@cui.edu">barbara.howard@cui.edu</a></td>
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<tr>
<td></td>
<td>Mary Hobus</td>
<td>Director of Nursing Program Administration Building 304A</td>
</tr>
<tr>
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<td>2009-2010 Concordia University Irvine Student Code of Conduct at <a href="http://www.cui.edu/studentlife/studenthandbook.aspx">http://www.cui.edu/studentlife/studenthandbook.aspx</a></td>
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| Outsourced Vendor | Paul Massmann  
Interim Executive Director of University Services  
Administration Building 100 E  
(949) 854-8002, x1507  
paul.massmann@cui.edu  
Pamela Clavir  
Director of Human Resources  
Administration Building 200  
(949) 854-8002, x1223  
pam.clavir@cui.edu  
Kimberly Chamberlain  
Associate Dean of Students, Residential Education & Services  
Sigma Square (2nd Floor)  
(949) 854-8002, x1499  
kimberly.chamberlain@cui.edu | University Policy 712.3  
90 days of the official complaint date.  
Please note that University holidays may interrupt and prolong the time line | 30 days of the official appeal date.  
Please note that University holidays may interrupt and prolong the time line |
Appendix C
Family and Medical Leave Policy

FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to "eligible" employees for certain family and medical reasons. Employees are eligible if they have worked for a covered employer for at least one year, and for 1,250 hours over the previous 12 months, and if there are at least 50 employees within 75 miles.

**Reasons for Taking Leave:** Unpaid leave must be granted for any of the following reasons:
- to care for the employee's child after birth, or placement for adoption or foster care;
- to care for the employee’s spouse, son or daughter, or parent, who has a serious health condition;
- for a serious health condition that makes the employee unable to perform the employee's job.

At the employee's or employer's option, certain kinds of paid leave may be substituted for unpaid leave.

**Advance Notice and Medical Certification:** The employee may be required to provide advance leave notice and medical certification. Taking of leave may be denied if requirements are not met.
- The employee ordinarily must provide 30 days advance notice when the leave is "foreseeable."
- An employer may require medical certification to support a request for leave because of a serious health condition, and may require second or third opinions (at the employer’s expense) and a fitness for duty report to return to work.

**Job Benefits and Protection:**
- For the duration of FMLA leave, the employer must maintain the employee's health coverage under any "group health plan".
- Upon returning FMLA leave, most employees must be restored to their original or equivalent positions with equivalent pay, benefits, and other employment terms.
- The use FMLA leave cannot result in the loss of any employment benefit that accrued prior to the start of an employee's leave.

**Unlawful Acts by Employers:** FMLA makes it unlawful for an employer to:
- interfere with, restrain, or deny the exercise of any right provided under FMLA;
- discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.
**Enforcement:**
- The U.S. Department of Labor is authorized to investigate and resolve complaints of violations;
- An eligible employee may bring a civil action against an employer for violations.

FMLA does not affect any Federal or State law prohibiting discrimination, or supersede any State or local law or collective bargaining agreement which provides greater family or medical leave rights.

**For Additional Information:** Contact the nearest office of the Wage and Hour Division, listed in most telephone directories under U.S. Government, Department of Labor.

U.S. Department of Labor, Employment Standards Administration  WH Publication 1420
Wages and Hour Division, Washington, D.C. 20210  June 1993
[FR Doc. 93-13028 Filed 6-3-93; 8:45 am]
I acknowledge that I have received a copy of the Concordia University Employee Handbook. I understand that I am responsible for becoming familiar with it, and I agree to abide by all rules, regulations, policies, and procedures outlined therein. I understand the Mission Statement of the University and will, with God's help, do my best to help fulfill this mission. I further understand that Concordia University will not be bound by any oral promises made as to length of employment, job movement, rates of future pay, or any other conditions of employment.

This handbook is for information purposes only and should not be construed as an express or implied contract.

Employee's Signature__________________________________________

Employee’s Printed Name ________________________________________

Date: ____________________

Human Resources Representative’s Signature____________________

Date: ____________________

Signature of person giving new employee orientation ___________________________

Printed Name __________________________________________________

Date of Orientation: _______________________________

Upon completion of this page, remove from the Employee Handbook and deliver to the Human Resources Office. This acknowledgment will become a permanent part of the employee's personnel record.
**Professional Staff Performance Review**

Employee’s Name _______________________________ Date __________

Current Title __________________________________________________

Date of Hire ______________   Date of Last Evaluation _____________

Does the attached job description match your current duties?
Yes ___   No ___

If yes, please submit your completed performance review.

If no, please submit your completed performance review and a copy of a revised job description including the proposed changes.

---

**EVALUATION CRITERIA AND FACTORS:** Describe the employee’s performance relative to these criteria and factors and add any additional clarifying comments in the spaces provided.

0 = **Not Applicable:** This category does not apply to the employee’s job description.
1 = **Unsatisfactory:** The employee does not meet the position standards at an acceptable level.
2 = **Below Average Performance:** The employee has a grasp of some elements of their duties.
3 = **Anticipated and Expected:** The employee consistently meets the position standards. Performance is efficient and a balance is reached between quality and quantity.
4 = **Above Average Performance:** The employee occasionally exceeds performance expectations.
5 = **Exceptional:** The employee consistently performs at a level above the acceptable standards for his/her position by demonstrating outstanding performance and by carrying out and improving on the most complex and demanding portions of the job.

---

**A. QUALITY OF WORK**

1. Rate the staff member’s job skills. __________
   - Comment and provide example(s) __________
   
   0 1 2 3 4 5

   □ □ □ □ □ □

2. Rate the employee’s ability to plan and organize the work load and work day.

   0 1 2 3 4 5

   □ □ □ □ □ □

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January 2009
3. How well does the employee integrate the use of technology as it relates to his/her job?  
Comment and provide example(s)

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4. Could the employee benefit from additional technological training?  
If yes, what specific training would be recommended?  

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<tr>
<th>Yes</th>
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B. INITIATIVE AND JUDGMENT

1. How well does the employee routinely take appropriate action without direction?  
Comment and provide example(s)

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2. How well does the employee seek out new and better ways of accomplishing a task?  
Comment and provide example(s)

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3. Rate the staff member’s ability to:
   ♦ Receive assignments from several people
   ♦ Judge or resolve priorities
   ♦ Maintain good working relationships with those involved

Comment and provide examples(s)

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4. Rate how the co-worker communicates with other employees.

Comment and provide example(s)

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C. DEPENDABILITY AND PROFESSIONALISM

1. How well does the employee meet individual and collaborative deadlines?

Comment and provide example(s)

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2. a. Rate the employee’s knowledge of the supervisor’s work and the department functions.
   b. When necessary can this knowledge be applied to ensure that matters are tended to or are referred to the proper person for action?

   Yes _____  No _____

Comment and provide example(s)

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</table>

3. Does the co-worker dress in an appropriate professional manner?

   Yes  No

January 2009
4. Is the employee punctual?  
<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td></td>
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</table>

5. In your judgment does the employee know and adhere to university policies?  
Comment and provide example(s)  
<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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|________________________________________________________________________ |
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6. Rate how well the employee follows procedures.  
Comment and provide example(s)  
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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7. Is the employee familiar with and adhering to the University’s safe working environment policies?  
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<tr>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
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</table>

8. In your judgment does the employee articulate understanding and support of the mission* of the University?  
*University Mission Statement: Concordia University Irvine, guided by the Great Commission of Christ Jesus and the Lutheran Confessions, empowers students through the liberal arts and professional studies for lives of learning, service and leadership.  
Comment and provide example(s)  
<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tbody>
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D. INTERACTION WITH CUSTOMERS  

1. How well does the employee communicate with students/parents/faculty/ donors/churches/ vendors?  
Comment and provide example(s)  
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<th>0</th>
<th>1</th>
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2. Does the staff member exhibit genuine concern for the needs of others?  
Comment and provide example(s)  
<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
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</table>

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E. SUMMARY ASSESSMENT

Taking the performance factors and evaluation criteria into consideration and realizing that some of the factors are more significant to acceptable performance than others, how would the staff member’s overall performance be summarized during this evaluation period?

F. GOALS

Indicate performance areas where improvement is warranted. Outline action plans which will assist the staff member in achieving a higher level of performance. Include specific activities and time frames (target dates) for accomplishing these objectives.

1. Within the next 4 weeks: ____________________________________________

2. Within the next 6 months: ___________________________________________

3. Within the next 12 months: ___________________________________________

G. EMPLOYEE INPUT (Optional)

Any activities and/or accomplishments completed during the evaluation period which the staff member feels were of significant value or beyond the normal scope of regular duties should be described below under period in column A and commented on by the supervisor in column B.

A. Activities
(Employee)
H. SUPERVISOR’S COMMENTS

Include any additional comments, positive or negative, which you feel are important.

________________________________________

SUPERVISOR’S RECOMMENDATIONS FOR SPECIAL TRAINING/COURSES TO ASSIST IN STAFF MEMBER’S PROFESSIONAL DEVELOPMENT.

As supervisor and employee, we have discussed the above evaluation.

___________________________________ ______________________
Supervisor’s Signature    Date

___________________________________ ______________________
Employee’s Signature                       Date
Appendix F
CONCORDIA UNIVERSITY

CONFLICT OF INTEREST POLICY STATEMENT

Concordia University at Irvine is fully committed to conducting its responsibilities in a manner reflecting the highest degree of integrity and honesty. The success of the University in conducting its affairs is the sum of the efforts of each individual board member and employee executing his or her responsibilities with good judgment and in an ethical manner. In exercising these responsibilities each individual should strive to always:

1. Exercise honesty, objectivity and diligence in their performance duties and responsibilities.

2. Exhibit loyalty in all matters pertaining to the affairs of the University and its related entities and not knowingly be a party to any illegal or improper activity.

3. Refrain from entering into any activity which may be in conflict with the interest of the University and its components or which could prejudice the ability of any department to objectively carry out its duties and responsibilities.

4. Avoid the use of information acquired in the course of carrying out the duties of the department for any personal gain or in any manner which knowingly would be detrimental to the welfare of the University or any of its components.

5. Account for the use of all University funds and assets in a full and accurate manner.

6. Avoid acceptance by the individual or any close relative (spouse, parents, children or in-laws) of any gifts of more than a nominal value, loans other than from established financial institutions, excessive entertainment or substantial favors from any individual or outside concern which does or is seeking to do business with the University.

7. Report to the President ownership, either individually or by any close relative (spouse, parents, children or in-laws), of a substantial financial interest in any outside concern which does business with the University, except for securities listed on a national exchange. A substantial financial interest is presumed if the holding is either:

   a. Five percent or more of the stock, assets or other interests of a supplier, customer or competitor, or

   b. Ten percent or more of the employee’s net assets and the employee is in a position to affect the University’s business decisions with respect to such entity.
8. Refrain from acting as an officer, director, partner, consultant, representative, agent, advisor or employee of a supplier, customer, partner or competitor of the University. Board members and elected officers of the University, in addition to complying with the requirements for all employees set forth above, must obtain approval through the Board President before serving as a director of any other entity.

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

All board members and employees of the University will sign an annual questionnaire (Appendix A) acknowledging that they understand and will abide by the Conflict of Interest Policy Statement.
Employee Questionnaire
Affiliations and Potential Conflicts of Interest

_________________    ___________________    __________________
Last Name    First Name    Department

1. During the past twelve months, or since the time you last completed a questionnaire, have you or any member of your immediate family (spouse, parents, children, in-laws):

   a. Owned any interest in or been associated with any business or organization which does business with the University?
      YES _____ NO ______

   b. Received or been a party to any agreement providing for gratuities, commissions or other remuneration in any form in connection with sales made to or by the University?
      YES ______  NO ______

   c. Been engaged in any non-University business (with or without compensation) which may have some relation to the University’s interest?
      YES ______  NO ______

   d. Been engaged in or currently contemplating entering into any transaction or relationship which could conceivably cause a conflict of interest with the University?
      YES _____ NO ______

   e. Been a member of board of directors of any unaffiliated business entity?
      YES _____ NO ______

2. My signature ensures that I have read and understand the provisions of the Conflict of Interest Policy Statement of Concordia University.

_________________    _______________    ____________
Employee Signature  Title    Date
Appendix G

Children at Work Policy

Concordia University Irvine values an atmosphere that fosters a healthy balance between workplace obligations and family issues. When possible, departments should honor an employee’s request for flexibility to meet unexpected family needs that may require the employee’s attention during normal hours. When workloads allow, the University encourages departments to cooperate with employees who wish to meet family responsibilities by using breaks or lunch hours, flexible work schedules, adjusted hours, personal leave or vacation leave.

The University understands that brief and infrequent visits by children of its employees occur for a variety of reasons. However, the frequent, regular or extended presence of children during work hours is not allowed for the following reasons: the potential for interruption of work, health and safety issues, and liability to the organization. It is the responsibility of the University’s supervisors to ensure that the work of the university is accomplished in an environment in which employee health and safety concerns are respected and work-related disruptions are minimized.

Therefore, Concordia University Irvine employees should follow the principles below regarding the presence of children in the workplace:

1. The workplace should not be used in lieu of childcare; therefore, it is inappropriate to allow extended workplace visits by minor children or other minor relatives (persons under the age of 18) of employees.
2. There may be occasions when brief visits by minor children may be necessary. These visits are at the supervisor’s discretion and the employee should receive prior permission before bringing a minor child to the workplace. In these circumstances, children will be the responsibility of the parent while in the workplace. Employees must not ask any other employee to supervise their children. Students who are supervising the employees’ children are required to baby sit outside of the employees’ work environments.
3. Supervisors may make an exception for a temporary, unforeseen emergency, but no parent or relative may have a child in the workplace without the supervisor’s permission or use the workplace as an alternative to childcare or for any other purpose. As necessary, supervisors may grant leave or flexible hours at their discretion to meet emergency or unforeseen circumstances.
4. Employees and supervisors must consider issues of safety, confidentiality, disruption of operations, disruption of services, disruption to other employees, appropriateness and liability posed by the presence of the minor children in the workplace.
5. No minor may ever be allowed into an area that is potentially hazardous.
6. Children exhibiting symptoms of potentially contagious illnesses should not be brought into the workplace.
7. The guidelines do not prohibit minor children and family members from being in the workplace during university-sponsored events intended for children and/or families, or intended for community participation.
Background Check Policy

A. Purpose

1. It is important that Concordia University’s mission be supported by qualified employees, with a safe and secure environment for all University constituents, including students, visitors and employees. Also important is the duty of the University to be good stewards of God’s plentiful bounty and take meaningful actions to protect funds, property and other assets.

2. This policy is intended to support the verification of credentials, criminal history, credit status and other information related to employment. This is to ensure that individuals who join the University are well qualified, have a strong potential to be productive and successful, and have honestly presented their background and qualifications.

B. Statement of General Policy

1. It is the policy of Concordia University that all new full-time Faculty and Staff have certain credentials and criminal and other background information verified as a condition of employment.

2. Having a criminal history or criminal conviction does not necessarily preclude employment. The nature of the offense, its temporal proximity and its relevance to the particular job are considered on a case-by-case basis. Considerations also include the nature of the position involved and the implication of the general safety and security of the campus community.

3. Concordia University complies with the Fair Credit Reporting Act, which regulates the use of information gathered by covered agencies to determine an individual’s eligibility for employment, and all other applicable laws.

4. To ensure confidentiality of all applicant information, Human Resources coordinates the background investigation process and results of the background check are sent directly to Human Resources.

5. This policy does not affect the University’s right to discipline and/or terminate an employee who has made false representations or material omissions in oral statements, employment applications, or resumes.

C. Guidelines

1. Background checks are required for all new hires, and those who transfer into a department with different requirements, as a condition of employment after the conditional job offer is made. Employment will be contingent upon the results of the background check.

2. Various critical elements and functions of specific positions will determine type of background screening(s).
Appendix I

Paid Leave Policy
Staff to Faculty
Deans
Vice-Presidents

Staff to Faculty
Upon moving from a full-time staff position to a full-time faculty position, any accrued vacation hours will be paid out to the employee. If the position is a traditional 10 month teaching position the normal faculty leave policy will apply. If the position is a twelve month position the appropriate amount of vacation days will be allotted on an annual basis and Monthly Personnel Report of time off will continue. The eighty hours of personal/sick time will continue.

Faculty to Staff
Upon moving from a full-time faculty position to a full-time staff position the employee will begin accruing the appropriate amount of vacation days immediately. Eighty hours of personal/sick time allotted annually.

Deans
All full-time, twelve month dean positions will be allotted 22 days of vacation on an annual basis. Deans will report their vacation schedule to the Provost, in writing, each semester. Eighty hours of personal/sick time will be allotted annually.

Executive Vice-presidents and Vice-Presidents
All full-time, twelve month vice-president position will be allotted 22 days of vacation on an annual basis. Vice-president should notify the President’s office regarding their vacation schedule. Eighty hours of personal/sick time will be allotted annually.