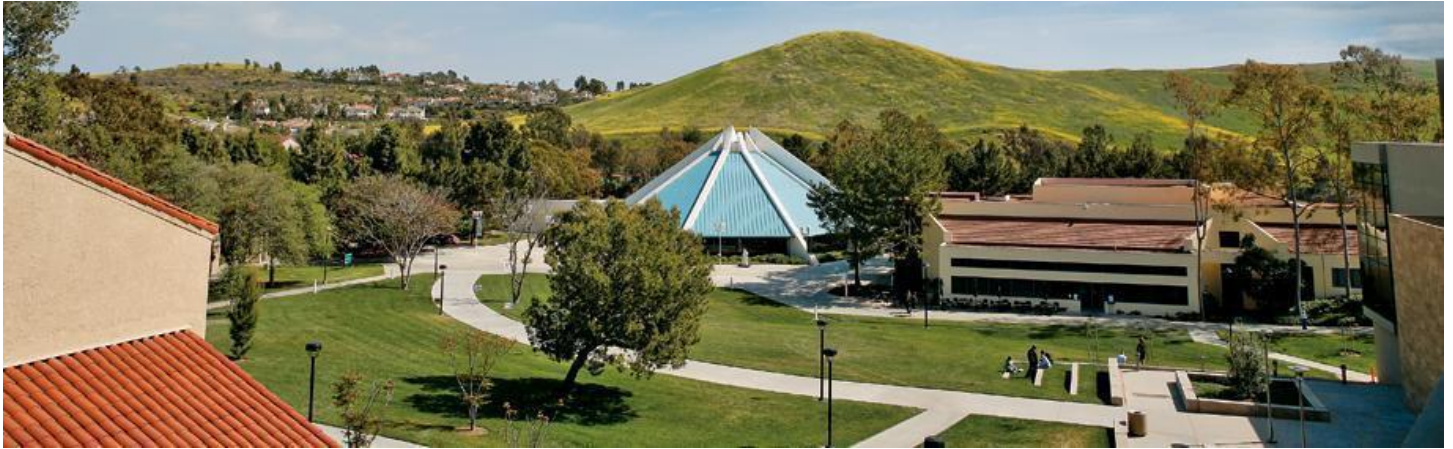




TOWNSEND INSTITUTE
FOR LEADERSHIP & COUNSELING

AT CONCORDIA UNIVERSITY IRVINE

2022-2023 Student Handbook

Organizational Leadership Programs

Student Handbook and Policies

Townsend Institute at Concordia University Irvine

Mission of Concordia University Irvine

Concordia University, 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.

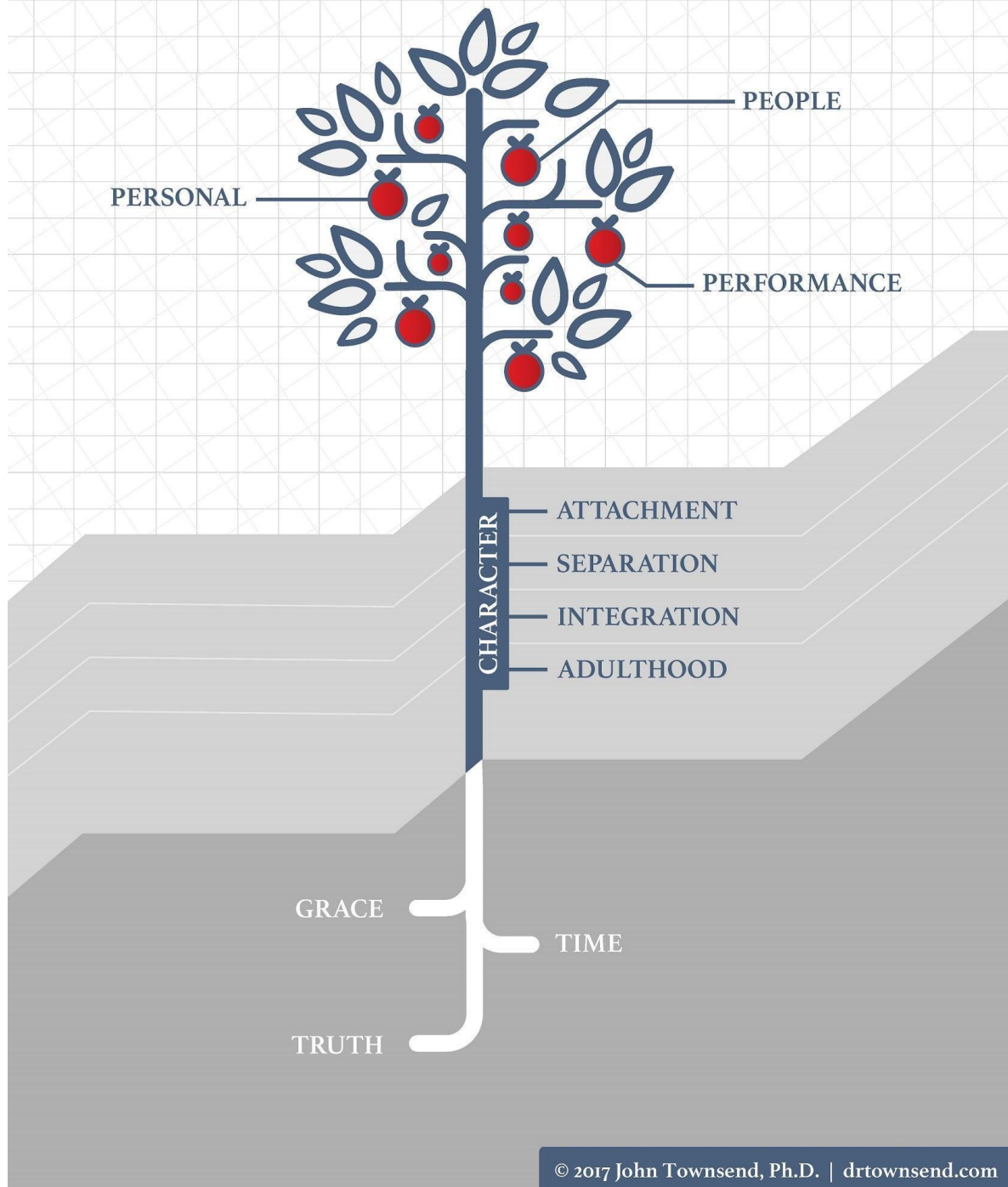
Townsend Institute Mission and Vision

Committed to the transformational power of competency, character, and connection, the Townsend Institute provides counselors, executive coaches, and organizational leaders with world-class, life-changing educational experiences that are biblically-informed, research-supported, and rooted in the Townsend growth model.

The Townsend Institute & Concordia University Irvine

The Townsend Institute and Concordia University have formed a unique partnership to offer graduate programs. John Townsend is an American Christian author and speaker. Dr. Townsend is a New York Times best-selling author, leadership coach, psychologist and organizational consultant who has been helping leaders, organizations and individuals make changes and exceed their goals for more than two decades. The educational degrees and certificates are offered by Concordia University in collaboration with Dr. Townsend.

THE COMPETENCE & CHARACTER GROWTH PATH



Acceptance Procedures

Students must submit the following:

- An application with a nonrefundable application fee of \$50
- One official transcript from a regionally accredited college or university that shows your confirmed bachelor's degree. Official transcripts must be sent in a sealed envelope.
- Possess a GPA of at least 3.0 on a 4.0 point scale
- Written essay (2 pages, 500 word minimum) addressing the following items:
 - Personal, professional, and educational goals
 - In your experience, what is the best way that a person grows or changes? You can add an example of a characteristic about yourself that you wanted to change and how you went about changing it.
 - What interested you in applying to the Townsend Institute as opposed to other programs?
- Minimum of 1 professional reference
- A current professional resume

Transfer of credits

- No more than six (6) credit hours of graduate work may be transferred from another institution.
- Only grades of "B-" or better will be accepted for transfer credit
- Transfer courses are evaluated by the appropriate advisor in consultation with the program director. If approved, the advisor or program director will submit a substitution form to the Office of the Registrar.
- Credit must have been granted by a regionally accredited U.S. institution or foreign university. If the latter, evaluation from an approved foreign transcript evaluation service is required.
- Only graduate-level courses completed for graduate credit at the transfer institution before enrollment in the Concordia University Irvine graduate program will be accepted.
- All prospective students must submit official transcripts of coursework, including course description, completed at other colleges and universities to the Office of the Registrar at the time of admission.
- All transfers are at the discretion of the Program Director or Assistant Dean of the Townsend Institute.

ADMISSIONS APPEAL PROCESS

When an applicant for any of the Townsend Institute majors or certificates does not meet the preset admissions criteria set forth initially by the faculty, Concordia University Irvine will move the student through the appeal process (which a student begins with a written appeal or with a formal letter to their admissions counselor). The applicant may provide any pertinent information for their appeal, including but not limited to GMAT scores, formal written appeal letter, character references, and any other additional materials or supportive documentation. The admissions counselor will send the complete student file to a review committee to include the Director of Admissions (or similar) and Program Director (or approved faculty representative). Application appeals that receive a split vote for admission following the Director of Admissions and Program

Director review will be escalated to the Dean for a final recommendation.

This process should take no more than 5 working days from the beginning of the students appeal (with completed file) to the time of decision. If no decision is made within the 5 days, the decision will be made by the Director of Admissions (or similar). This appeal process is for anyone who does not fully meet the admissions criteria set forth and shall have written documentation that will be stored in the students electronic file.

Academic Policies and Resources

Attendance and Participation

Students are expected to attend all classes or watch the class recordings (synchronous and asynchronous), to have completed the readings and assignments by the due date, and to be active and involved in class discussion and discussion boards. On average, students should expect to spend approximately 13-16 hours per week (for a 7-week course).

Absence Policy

Course absences include missing a virtual class and/or not watching the recording, missing a homework partner call, or not participating in a weekly assignment. Unexcused absences of even one class session may incur a reduction of up to one letter grade (i.e., A to B). For an absence to be excused, a valid excuse must be cleared with the instructor prior to the scheduled class time. Excuses that relate to emergent circumstances, illness, and work-related events will be considered for a make-up assignment/activity (one excused absence only). Two or more absences can result in being dropped from the course or a non-passing grade.

Policy on Honesty and Plagiarism

This course seeks to empower students for independent learning, resourcefulness, clear thinking, and perception. All submitted work and activities should be genuine reflections of individual achievement from which the student should derive personal satisfaction and a sense of accomplishment.

Academic Honesty

All courses and academic work at Concordia University Irvine seek to empower students for independent learning, resourcefulness, clear thinking, and perception. All submitted work and activities should be genuine reflections of individual achievement from which the student can derive personal satisfaction and a sense of accomplishment. Academic dishonesty, which includes all forms of plagiarism, cheating, and the offering or receipt of unauthorized aid, subverts these goals and is prohibited.

DEFINITIONS

1. Academic Dishonesty: Academic dishonesty includes all forms of cheating on any course-related activities, including (but not limited to) tests, quizzes, and other assigned work, as well as all forms of plagiarism, misuse of internet resources, multiple submissions of student work, falsification and false statements, and unauthorized aid. Academic dishonesty may occur in courses offered by

Concordia University, in courses transferred into the university while the student is enrolled at Concordia University, or in other academic work done while the student enrolled at Concordia University (e.g., the President's Showcase of Academic Research); the provisions of this policy cover all such instances.

2. Plagiarism: Plagiarism is the submission of material from one or more sources without citing those sources, or by citing sources inaccurately or incompletely. It may consist of direct quotation of sources (uncited, inaccurately or incompletely cited), or it may consist of indirect quotation (i.e., paraphrasing) or summarizing of such sources without proper attribution. Plagiarism may be unintentional or intentional. Both forms are serious academic violations. A respected writing handbook describes academic dishonesty and plagiarism in the following way.

- While there are many ways to damage academic integrity, two that are especially important are inaccurate or incomplete citation of sources—also called unintentional plagiarism—and plagiarism that is deliberately intended to pass off one writer's work as another's (Andrea A. Lunsford, *The St. Martin's Handbook* 283).

3. Internet Plagiarism: The Scott Foresman Handbook for Writers by M. Hairston, J Ruszkiewicz and C. Friend, has some specific advice for using the internet.

- The basic rules of scholastic honesty still apply in electronic environments. [Students] may not copy and paste information from a Web site, listserv, newsgroup, or other electronic source to [their] own project without fully documenting that material. Nor may [they] call it [their] own because [they] have altered it in some minor way. (748).

4. Multiple Submission: Multiple submission is the submission of work a student has completed in one course to meet requirements in another course. Students must always obtain permission from their instructor before using work completed in one course to meet requirements in another.

5. Falsification: Falsification is the submission of another student's work as one's own. The same applies to purchasing essays or other academic materials in order to submit them as one's own work.

6. Unauthorized Aid: Unauthorized aid is any type of assistance that is not permitted by the University or its faculty. Examples include (but are not limited to) receiving answers to a quiz or test from another student or some other source; having one student complete a homework assignment or sign a course attendance sheet on behalf of another; having one student take a quiz or test on behalf of another; aid issued by any University constituent (paid or unpaid by the University) which is unauthorized or which falsifies a student's personal academic work. Students who are unsure whether a particular type of aid is authorized or unauthorized must consult their instructor in advance before attempting to give or receive such aid. The giving, receiving, and knowing toleration of unauthorized aid are all considered to be academic dishonesty, and students who commit any of the three are liable to the consequences of this policy and its attendant procedures. Any unauthorized aid which creates an academic exception to improve a grade, earn course credit, or meet an admission, financial aid, eligibility or graduation requirement is a form of academic dishonesty.

ADJUDICATION

Academic dishonesty, cheating and plagiarism are academic matters, thus they are handled by faculty and academic administrators following the procedures established by the University's Academic Council, as implemented and maintained by the Office of the Provost. Since the Office of Student Conduct serves as the University's repository for student conduct records, faculty who find instances of academic dishonesty are required to notify the Director of Student Conduct & Care of them before consequences are determined, so that any previous cases of academic dishonesty in the student's record can be considered. The deans of the University's schools participate in the academic dishonesty process by verifying faculty findings of academic dishonesty and consulting the reporting faculty member regarding appropriate consequences. The Office of the Provost or its designee is the sole and final adjudicator of the application of this policy and hears any student appeals related to academic dishonesty; therefore, student conduct appeal procedures described in the "Disciplinary Process" and "Student Rights and Responsibilities" sections of this [Student Code of Conduct](#) does not apply in such cases. Findings related to academic honesty will be shared with the Office of the Dean of Students and will be considered in student disciplinary proceedings.

Multiple instances of academic dishonesty may render a student liable to dismissal from the university, depending on the number and severity of the instances. A single instance of dishonesty may be sufficient to lead to a student's dismissal, if the instance is particularly flagrant or extreme as determined by a school dean.

The faculty of the University have determined that the following range of penalties will be applied to students found responsible for committing academic dishonesty:

a. First instance at the University: The student is required to undergo mandatory training in academic honesty as stipulated by the University, at his or her own expense. The instructor, in consultation with the dean of the school, also selects a penalty from the following range of options:

- A failing grade for the assignment, with an opportunity to make up the work.
- A failing grade for the assignment, with no opportunity to make up the work.
- Up to a letter grade off of the final grade for the course.
- iv. A failing grade for the course.
- v. Dismissal from the University. The student receives a failing grade for any course she or he committed academic dishonesty in that semester and be administratively withdrawn from all other courses that semester. The University will not readmit the student (applicable only in extreme or flagrant cases; requires consent of the Dean for the school in which the instance occurred and the Dean for the school in which the student is enrolled, if these are different).

b. Second instance at the University: The student is required to undergo mandatory training in academic honesty as stipulated by the University, at his or her own expense. The instructor consults with the dean of the school, and together they select a penalty from the following range of options:

- A failing grade for the course.
 - Dismissal from the University. The student receives a failing grade for any course she or he committed academic dishonesty in that semester and be administratively withdrawn from all other courses that semester. The University will not readmit the student (applicable in extreme or flagrant cases; requires consent of the Dean for the school in which the instance occurred and the Dean for the school in which the student is enrolled, if these are different).
- c. Third instance at the University: Dismissal from the University. The student receives a failing grade for any course she or he committed academic dishonesty in that semester and be administratively withdrawn from all other courses that semester. The University will not readmit the student. The Dean for the school in which the instance occurred (and the Dean of the School in which the student is enrolled, if these are different) consults with the instructor to determine whether any mitigating circumstances justify a lesser punishment; if not, the student is dismissed.

In the event unauthorized aid has been deemed to have been offered by a University constituent to a student, the Office of the Provost, in conjunction with the Human Resources Department and the Dean of Students, will conduct an investigation of the alleged academic dishonesty to determine appropriate actions towards the constituent and the student involved. In the event this pertains to a prospective or current student-athlete, the Assistant Athletic Director for Compliance will also be notified to determine if an NCAA violation has occurred.

For further information please reference the [Student Code of Conduct](#).

“Reasonable Accommodation” Statement

Students desiring accommodations on the basis of physical, learning, or psychological disability for this class are to contact the Disability Access Services (DAS) - <https://www.cui.edu/studentlife/disability-access-services>.

Late Assignments

Timeliness and effective time management are critical skills for success both in school and in life. Contact the Instructor immediately if you encounter an unanticipated life event that is out of your control and prevents you from meeting an assignment deadline. Requests for leniency are granted at the instructor’s discretion. Repeated requests for extensions will be denied and chronic lateness will adversely affect your grade. Requests for extensions after the assignment due date has passed are not likely to be considered, except for emergent issues. Examples of emergent issues include a health crisis for you or an immediate family member for whom you are a caregiver, extended and extraordinarily severe weather events that disrupt communications, or being called to military duty. Poor time management, other work commitments, vacations, not reading or following the Course Syllabus, or failure to obtain the appropriate books or computer equipment are not events that warrant special consideration.

Assignments are usually due no later than midnight PST on the date listed unless otherwise indicated. It is understood that emergency circumstances may interrupt an assignment’s

promptness. Exceptions will be made only if there is an emergency circumstance and prior arrangements have been made with the instructor for an extension. If the instructor approves an extension, there may be a point reduction for the assignment being late. No assignments will be accepted after one week of the assignment's original due date.

Discussion posts submitted after the week in which they are due are not eligible for credit without prior authorization from the instructor. Discussion posts may incur up to a 10% deduction off the total discussion points possible for each day late on any submission of a main post or a response post. Discussion posts are not eligible for credit if submitted after the week in which it is due. Failure to meet the deadline for papers/assignments without prior approval may result in up to a 25% deduction per day. Any assignment submitted after Day 3 of the following week may not be eligible for credit.

Grading and the Grading System

Coursework is evaluated and grades are awarded as follows. Instructors may employ a point system in individual courses, but the following are the Registrar's standards for grading. All students must earn grades of C or better.

A 93 - 100%	Excellent	4.0 grade points
A- 90 – 92%		3.7 grade points
B+ 87 - 89%		3.3 grade points
B 84 – 86%	Good	3.0 grade points
B- 80 – 83%		2.7 grade points
C+ 77 – 79%		2.3 grade points
C 74 – 76%	Satisfactory	2.0 grade points
F 73% and below	Failing	0.0 grade points

Grade Appeal Process

The university recognizes the right of faculty to set standards of performance and to apply them to individual students. Therefore, the instructor is the final authority in determining grades that are assigned to students and that appear in their permanent academic records. Students have a right to inquire how their grade was determined. The following procedures apply to changes of grades except for changes of Incomplete (I) and withdrawal (W) grades.

In general, all course grades are final when filed by the instructor within one week after the course is completed. Students have access to their grades through [MyRecords](#). These grades are a part of the official records. Students are encouraged to regularly review their Degree Works progress, also available through MyRecords.

Students have the right to formally appeal the final grade in a course. When grades are given for any course of instruction the grade given to each student shall be the grade determined by the instructor of the course.

Students who believe they have been subject to a clerical or procedural grading error or to arbitrary or discriminatory academic evaluation shall follow the recommended procedure.

- 1.) Contact the course instructor with concerns. If the instructor determines that there is a valid basis for the change, a Change of Grade form shall be used to notify the Office of the Registrar. Prior to being accepted by the office of the Registrar, the change of Grade form shall be completed and signed by the instructor, noting the basis for the change.
- 2.) If the instructor determines there is not a valid basis for the change and denies the grievant's request, the grievant may proceed by completing the appropriate appeal form. Students must choose between the [Org Leadership/Cert Appeal Form](#). The form must be completed within 60 days after the last day of class. The appeal form will automatically notify the advising team, program director and dean. After completing their portion of the form, the student may be contacted to schedule an interview before the appeals committee. Upon completion of the interview, the appeals committee will make their recommendation, in writing, to the Dean. The Dean shall have fifteen (15) working days to make the final decision. Once made, the student will be notified of the Dean's decision via email.
- 3.) If the matter is not resolved, the grievant may choose to appeal, in writing, to the Provost. The Provost shall have ten (10) working days while classes are in session or fifteen (15) days when classes are not in session to appoint and convene an ad hoc grievance committee. The grievance committee will be convened and render their decision as per Policy 489.2 in the University Handbook.

Definitions:

Clerical or procedural grading error: a course grade which is incorrect due to one or more mistakes in grade recording or computation, pertaining either to grades for individual assignments and examinations, or to the course grade as a whole.

Discrimination

Disparate treatment given equal performance for reasons of Race, ethnicity, religion, marital status, national origin, gender or within the limits imposed by law or university regulations because of age, disability or citizenship.

Complaint Procedure

Concordia University takes complaints against the university very seriously. If you feel that you have a complaint please follow the Complaint Procedure for Concordia University Irvine found here: <https://www.cui.edu/aboutcui/connect/complaint-procedure>

Maintaining Good Standing

A student must maintain a 3.0 cumulative GPA and a 2.0 semester GPA to remain in good standing. If a student drops below a 3.0 cumulative GPA, the student is placed on Probation and has until the end of the next semester, to achieve the required 3.0 cumulative G.P.A., or the student may be dismissed from the program. Please see the entire Academic Standing Policy [here](#).

Academic Probation & Dismissal

The university is committed to providing assistance to students for academic success while at the same time maintaining a standard of academic integrity for Concordia. When a student's academic achievement falls below the standards set by the university, academic probation and disqualification are imposed.

A student is on probationary status if he/she has been fully or conditionally admitted to the program and does not maintain the appropriate course GPA and/or 3.0 cumulative GPA. A student may also be placed on probation if he/she receives an F in any course. Other reasons a student may be placed on probation include issues relating to moral or ethical character, behavior unbecoming of a student, or other conditions or combination of conditions that cause reason to question the student's compatibility in the program. Students on probation may register for no more than 1 course at a time.

A student must resolve any issues leading to the probationary status by the last day of the following semester. If this is not possible, i.e. the course needing to be repeated is not offered, the Dean may determine an appropriate time-line. If the probationary status is not remedied the student will be dismissed from the program.

Any student whose semester GPA is less than 2.00 in a single semester will be academically dismissed as a degree student. Upon dismissal the student has the right to appeal using the appropriate form posted above under the "Grade Appeal Process." A student can only appeal once during their tenure at Concordia University.

Stopping Out One Course or One Semester

Stopping out one course or semester within your major because of personal or professional concerns does not require readmission to the university. If you do withdraw or skip a course, please contact your academic advisor, as this will impact not only your schedule, but billing and possibly

financial aid. When your cohort is finished with the program, you will have the opportunity to take the course(s) you skipped the next time offered.

Stopping Out More than One Semester

Occasionally students will need to stop their participation in the program either because of academic dismissal or a change in personal circumstances (loss of job, etc.). In either case the student will need to apply to be readmitted to the program.

The application form for readmission is different from the original application found on the web, and can be obtained by contacting the Graduate Admissions Office. Once completed, the admissions team and program director will review the file. You may be called in for a personal interview as part of this process. The director, in consultation with a committee, will decide on readmission on a case by case basis. Please note that when you are readmitted, it will be at the prevailing tuition rate for the program. Students that are academically dismissed must wait at least one calendar year from the date of dismissal to reapply.

Incomplete (I*)

Assigned when a student, with the consent of the instructor, postpones the submission of certain work because of extenuating circumstances. Incomplete grades must be resolved within four (4) weeks from the end of the course unless an extension is granted by the instructor with the approval from the dean. Incompletes will be calculated for academic standing using the default grade. Students with incomplete grades are subject to academic probation and academic dismissal based on the default grade. Failure to resolve an incomplete will result in the automatic change to the alternate grade given at the same time as the incomplete. Default grades are C, D, F, or NP.

Dropping Courses

A course may be dropped during the open registration window without receiving a "W" on the academic record. Courses dropped after that will receive a grade of Withdrawal "W." For 7-8 week courses, students may withdraw ("W") until the end of week 5; for 14-16 week courses, students can withdraw ("W") until the end of week 11. You must formally withdraw from a course; non-attendance does not constitute a withdrawal. If a course is not officially dropped, the instructor will assign the grade earned.

Students must complete the university [drop form](#) and inform their academic advisor so an updated grad plan can be discussed. Advisor can be reached at: tiadvisor@cu.edu

Administrative Withdrawal

Administrative withdrawals will be allowed if the student is enrolled in class and does not attend, log into Blackboard, or participate during the first two (2) weeks of class.

Withdrawal (W)

Full-semester courses may be dropped without record of enrollment during the first 2 weeks of the semester. From weeks 3 through week 11 of the full semester, courses may be withdrawn from with a "W" grade. For shorter terms (7 to 11 weeks), courses may be dropped without record of enrollment for the first week of the term. During weeks 2-5 (for 7-week terms), weeks 2-6 (for 8-week terms) and weeks 2-9 (for 11-week terms), courses may be withdrawn from with a "W"

grade.

It is the student's responsibility to bring any error in grades to the attention of the instructor within 1 semester following the issued grade. Grade changes are made only because of computation or recording errors and must be corrected no later than the last day of classes of the next full semester. Submission of extra work after a semester is completed will be permitted only when a grade of "Incomplete" was assigned for the specific course.

Withdrawal from School

Students who will no longer continue their enrollment at Concordia University must drop their current semester courses to be considered formally withdrawn from the university. The withdrawal date is the date we receive a formal request from the student to withdraw from the university. Any courses that have occurred prior to this date the student will receive the grade earned. Non-attendance does not constitute withdrawal from classes and will result in grades of "F."

Satisfactory Academic Progress (SAP)

Overview

Federal regulations require all schools participating in Title IV financial aid programs to have a Satisfactory Academic Progress (SAP) policy. Title IV financial aid programs include: Pell Grant, Supplemental Educational Opportunity Grant (SEOG), Federal Direct Subsidized Stafford Loan, Federal Direct Unsubsidized Stafford Loan, Federal Direct PLUS Loans, and Work-Study. The requirements of this policy apply to all students receiving federal and state aid, and institutional aid per university policy.

Minimum Standards

To remain eligible for federal grants, loans, and work-study, students must meet the standards indicated below at the end of each semester. Please note the standards to establish and maintain eligibility for Title IV assistance are more stringent than the University's academic standards for continuous enrollment. At the end of each term of enrollment, students must earn the minimum cumulative GPA, minimum number of units, and be within the maximum time frame. Failure to meet the minimum cumulative standards may result in a loss of financial aid eligibility.

Qualitative Measure of Progress

The qualitative requirement sets a minimum Cumulative Grade Point Average (GPA) for the degree level at which a student is classified. Note: This is the GPA used to determine one's status and includes grades from courses taken at all other schools that are accepted by Concordia. To remain in compliance, a student must maintain the following cumulative GPA after each period of assessment:

- Minimum Cumulative GPA for graduate students is 3.0

Quantitative Measure of Progress

The quantitative requirement contains two components, (1) Pace of Progression and (2) Maximum Timeframe.

1. Pace of Progression/Completion Rate

The credit hour completion rate reflects the pace at which students must progress to ensure that they are able to complete their degree program within the maximum time frame. The pace of progression is calculated by dividing the cumulative number of hours the student has successfully earned by the cumulative number of hours the student has attempted. All students regardless of classification must earn 67% of all hours attempted. This is a cumulative calculation and includes credits attempted at all schools before and while attending Concordia.

2. Maximum Time Frame

The maximum time frame for undergraduate students to complete their degree cannot exceed 150% of the published length of the academic program. Hours are counted starting with the semester the student entered school, even those semesters in which he/she did not receive financial aid. The maximum time frames are listed below:

- Bachelor's Degree 180 Attempted Hours
- Master's Degree Attempted Hours required for program (40 units)

Hours Attempted

Hours attempted include all hours pursued in the student's career and are counted in the maximum time frame whether or not financial aid was received. Attempted hours also include the following: withdrawals, incompletes, failing grades, repeated coursework, and transfer credits accepted by the University.

Auditing Classes

Students who wish to enroll in a course without receiving credit may choose to audit the course until the last day to add each semester. Exams and papers assigned to students taking the course for credit do not apply to audit students; all other expectations are the same. Professors are not expected to grade work submitted by an auditing student. A notation of "Audit" will be assigned upon satisfactory completion of the course. Audited courses do not count toward graduation requirements. Additional information may be obtained in the Office of the Registrar.

The following classes may not be audited:

- ORGL600
- ORGL608

Non Degree Students

These are students attending Concordia on a part-time basis who are not working toward a degree, certificate, or credential. These students must complete a Guest Application for non-degree coursework through the Office of the Registrar before registering for classes. Credit for these courses cannot be applied toward a degree, certificate, or credential until these students have completed the degree seeking application process through the Office of Admission.

The following classes may not be taken as a non-degree student:

- ORGL600
- ORGL608

Repeated Coursework

A master's degree course may be repeated in order to improve the GPA necessary for continued enrollment in the program. Courses must be repeated at Concordia University Irvine. When a course is repeated, the higher grade takes precedence and is calculated in the GPA. The lower grade is still indicated on the transcript but is not calculated in the GPA. One (1) course may be repeated one (1) time.

Students are allowed to repeat a previously passed course and have it count toward enrollment for financial aid eligibility only once. However, all repeats count against the maximum time frame (total attempted credits) and reduce the pace/completion rate because they count as earned credits only once.

Financial Aid Warning

Students who do not meet the SAP standards will be placed on Financial Aid WARNING. While on WARNING status, students will continue to receive financial aid. All students who are notified of their WARNING status should seek academic counseling and take advantage of all other student services available to ensure student success at Concordia University.

Financial Aid Termination

Students who do not meet the SAP standards for more than one term will be TERMINATED from receiving all financial aid. Being on TERMINATION status does not prohibit a student from continuing their education. Students who have lost their financial aid eligibility may be reinstated once they demonstrate satisfactory academic progress.

Appeal Process

Only appeals for the following reasons will be accepted:

- A death of an immediate family member of the student.
- Medical/hospitalization of the student.
- Mitigating circumstances beyond the student's control that affected their academic progress.

All appeals must be submitted in writing, and include the Financial Aid Satisfactory Academic Progress (SAP) Appeal Form, with supporting documentation attached, to the Financial Aid Office. Acceptable documentation for each circumstance must be stated in the appeal letter and supporting documentation must be attached, such as medical records, death certificates and any documentation that supports the student's mitigating circumstances. The Director of Financial Aid will approve or deny appeals as they are submitted. Results of an appeal will be sent to the student in writing. Any student whose appeal is denied by the Director of Financial Aid has the right to appeal to the Financial Aid Committee. The Financial Aid Committee will use the same criteria in rendering its decision.

Academic Resources

Writing Expectations

All writing will be assessed for APA format following the APA Manual (7th ed.) as listed in the recommended course materials. The use of proper APA paper format, style, citations, and references is required for all papers and assignments. Consult the syllabus and/or instructor for clarification on specific assignments. All written work must exhibit clarity of thought, and be free of grammar, spelling, and sentence structure errors. Concordia University/Irvine has a [Writing Studio](#) and writing resources accessible via the [library website](#). Please plan ahead to schedule time for assistance in the Writing Studio or with a librarian on papers and assignments as needed.

Writing Resources

The Writing Studio: Make an appointment with a Writing Studio consultant to receive feedback on your paper(s). The Writing Studio is located in Theta Lounge. Appointments can be made by visiting the [Appointments page](#) of the Writing Studio website. The site also has links to more than 60 resources for writers such as sample papers showing citation styles and information on plagiarism.

Grammarly (Free for CUI students): Get help with grammar from this automated grammar tutorial and revision support tool. As a CUI student, you can upload segments—or drafts—of your paper to receive immediate feedback, assess the editorial suggestions, and make the necessary corrections. Simply log-in using your CUI email and E#.

DO NOT try to access Grammarly from the internet directly or the system will try to charge you a fee. Instead, access Grammarly through the CUI Writing Studio website link.

The Little Seagull Handbook:

Bullock, R., Brody, M., & Weinberg, F. (2014). *The little seagull handbook* (2nd ed.). New York, NY: W.W. Norton & Company, Inc. ISBN-10: 0393935809; ISBN-13: 978-0393935806 *Available in the CUI bookstore.

Library Resources

The library services at Concordia can be accessed online at cui.edu/library. There are hundreds of thousands of journals, ebooks and other titles that can be found in the 30+ research databases.

Technology Resources

This course will be conducted using Blackboard. Blackboard can be accessed by going to cui.blackboard.com using most web browsers such as [Firefox](#) (Firefox.com), [Google Chrome](#) (Google.com/Chrome), [Internet Explorer](#) (Microsoft.com/InternetExplorer) and [Safari](#) (Apple.com/Safari). Blackboard's official list of supported web browsers can be found at <http://goo.gl/zH21E>. As a best practice, it is highly recommended that you have at least two, if not three, web browsers installed on your computer. You can install these additional free browsers by visiting the sites listed above. If something does not work correctly in one browser, simply try again using a different browser.

At any time you experience technical problems, you may contact our Information Technology Services (ITS) department. The email address is ITS@cui.edu and the phone number is 949-214-3175. For specific hours of operation and additional help information, go to <http://www.cui.edu/it>.

Concordia provides a 24 hour 7 days a week self-help password assistance program. To access this service, go to myaccount.cui.edu. If you need further assistance, please email ITS@cui.edu or call ITS at 949 214-3175.

Disability Access Services

[Disability Access Services](#) (DAS) works with university departments to ensure that their programs are accessible to every person in the university community.

Additionally, DAS provides reasonable accommodations so that otherwise qualified students with disabilities may, as independently as possible, meet the demands of university life. DAS also serves university faculty and staff with disabilities who should address employment concerns directly to Human Resources and may utilize DAS as an information resource.

Wellness Center

The Wellness Center is dedicated to providing high quality medical and psychological care to CUI students in a private, confidential, and safe setting - both in person and online/phone. The staff is committed to the total wellness of our students. The Wellness Center is located on the first floor of the Student Union building (next to the MailRoom). For an appointment or for more information, please contact the Wellness Center at: Phone: (949) 214-3102 Email: wellness@cui.edu Website: <https://www.cui.edu/studentlife/wellness-center>

Counseling/Mental Health Resources

We are committed to the continued growth and development of our students, both as people and professionals. Students are encouraged to seek out their own mental health care and/or personal counseling, coaching, and/or support for psychoeducational, self-care, or personal growth reasons.

All students at Concordia University Irvine have access to our [on-campus counseling center](#) which offers the following resources:

- **Individual Therapy:** Many students meet with the counselor, one-to-one, usually weekly, to work through personal concerns.
- **Crisis Counseling:** At times a student is experiencing personal issues that need immediate assistance.
- **Ongoing education** through lectures and seminars.
- **Referrals:** Provide resources for off-campus groups, medical or psychiatric services that offer more or different services from those available at Concordia University. E-therapy or tele-therapy are not available from Concordia University.

There is a fee per counseling session for part-time and graduate students. Counseling sessions are not billed to health insurance. However, scholarships are available based on individual financial needs. No one will be turned away for financial issues.

Students who do not live in close proximity to the CUI counseling center are encouraged to utilize their local community resources to secure private counseling services. They may wish to check with

their own respective insurance companies for in-network providers, or check with local counseling organizations for referrals. Students are never to engage in private counseling, coaching or other mental health care from other students or faculty within the Townsend Institute.

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP PURPOSE

Leadership must always begin with God and His design for his people. His plan from the start of time was that we lead His creation toward His paths. He instructed Adam and Eve to “Be fruitful and increase in number; fill the earth and subdue it. Rule over the fish in the sea and the birds in the sky and over every living creature that moves on the ground” (Gen. 1:28). We were given the responsibility to grow, develop, and structure the world, and everything in it.

Leadership is the most important factor in an organization’s success or failure. The leader who is equipped will lead the organization to succeed and perform at scalable levels. Dr. Townsend’s competence-plus-character model of training provides those skills. For an organization to perform at high levels, leaders have to understand the strategic and process elements: mission, vision, core values, strategic thinking and operations. At the same time, they must know how to navigate relationships, teams, culture, messaging, and understand themselves as a leader. The Masters of Organizational Leadership is designed to produce leaders who have mastered these essential skills. This program will align with our strategic goals to be fiscally sustainable and increase graduate and adult programs. It is an opportunity for us as a University to train future leaders and Christian leaders who are fit to serve while fulfilling our most basic Call as a University, to prepare graduates for lives of learning, service and leadership.

This program will align with our strategic goals to be fiscally sustainable and increase graduate and adult programs. It is an opportunity for us as a University to train future leaders and Christian leaders who are fit to serve while fulfilling our most basic Call as a University, to prepare graduates for lives of learning, service and leadership. For a full list of courses please see the Concordia University Course catalog on the registrar’s webpage.

LEARNING OUTCOMES

The Masters of Arts in Organizational Leadership program is guided by the program learning outcomes listed below. Its Graduates will:

PLO 1: Scholarly Research (SR):

Students will utilize a visionary approach to carry out a research project directed at a topic in the field of organizational leadership. (GLO: SR)

PLO 2: Systems Thinking (ST):

Students will analyze and apply concepts and skills necessary to create, serve, and lead organizations as systems. (GLO: IL, CE)

PLO 3: Ethical Leadership (EL):

Students will assess and apply standards of ethical leadership, informed by Christian teachings, while recognizing the need for healthy boundaries in their professional and personal lives. (GLO: EL)

PLO 4: Effective Communication (EC):

Students will collaborate and communicate clearly through applicable and innovative methods, adjusting for diverse settings and audiences. (GLO: EC)

PLO 5: Reflective Practice (RP):

Students will engage in personal, relational, and professional growth guided by Biblical principles, relevant research, emotional intelligence and logical thinking. (GLO: RP)

PLO 6: Global and Community Commitment (GC):

Students will serve their local and global communities in a culturally responsive way. (GLO: CE)

Policy Statement Regarding MAOL and related Certificate Programs

- Students enrolled in the MAOL program are not eligible for either the Professional or Advanced Certificates in Organizational Leadership.
- At least 50% of the units counted to earn a graduate certificate must be distinct from units counted to earn a different graduate certificate or degree. (see [Educational Policies](#): Certificate Program Policy 3.1.3.6)

Policy Statement Regarding Students Seeking MAEC as a Second MA degree from CUI:

- Students must complete 18 distinct units from the units earned in the previous MA degree. For example, a student may earn their MA ORGL (33 units) and then take an additional 18 units for a MA EXCC degree, thus earning two Master's degrees with a minimum of 51 units. Please reach out to tiadvisor@cui.edu for more details.