Distance Learning
FACULTY HANDBOOK
for
LIBERTY UNIVERSITY
Liberty University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097 Telephone Number 404-679-4501) to award associate, bachelors, masters and doctoral degrees.

Liberty University is accredited by the Transnational Association of Christian Colleges and Schools (P.O. Box 828, Forest, Virginia 24451 Telephone Number 434-525-9539) to award associate, bachelors, masters and doctoral degrees.
# ADJUNCT FACULTY HANDBOOK
## For Liberty University

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Section A

Introduction to Liberty University

The Administration will endeavor, to the maximum extent possible, to advise the adjunct faculty of any changes of a substantive nature prior to the change being made in the Adjunct Faculty Handbook. However, the Board of Trustees may direct the Administration to alter, amend or interpret the terms and language of this Adjunct Faculty Handbook at any time with said alterations, amendments or interpretations becoming effective at such time as determined by the Board.
INTRODUCTION

Welcome, and thank you for your interest in becoming an adjunct faculty member for Liberty University’s Distance Learning Program! This Handbook is designed to assist you with understanding your role and responsibilities in regard to the University, as well as to familiarize you with the various means of support provided for you by the University.

This Handbook will primarily address specific questions and issues related to adjunct faculty teaching in the distance program. Faculty questions that are more general in nature, or which relate to full-time residential faculty, are addressed in the University Faculty Handbook. An electronic version of this handbook can be found at http://www.liberty.edu/academics/index.cfm?pid=2343.

HISTORY OF LIBERTY UNIVERSITY

For over thirty years, Dr. Jerry Falwell and the people of Thomas Road Baptist Church have had a vision to provide young people with quality Christian education. The result has been the founding of four schools: Lynchburg Christian Academy, Liberty University, Liberty Bible Institute, and Liberty Theological Seminary.

Liberty University (first known as Lynchburg Baptist College) was founded in 1971 using the facilities of Thomas Road Baptist Church. When it opened in September with an enrollment of 154 students, it was described as having the largest student body of any beginning Christian college. It has continued to grow to its present enrollment of over 9,000 in residence and over 14,000 in distance learning programs.

Dr. Jerry Falwell, Founder of the University, also serves as Chancellor. Dr. A. Pierre Guillermin, who has been associated with Dr. Falwell since 1967 when he served as the first administrator of Lynchburg Christian Academy, served as President of Liberty University from 1975-1997. Dr. John Borek, Jr., served as President of the University from 1997-2004. In May 2004, Dr. Falwell was named Chancellor/President of the University.

The Thomas Road Bible Institute, which became Liberty Bible Institute, was started in 1972 to allow students of any educational background (from those without a high school diploma to those holding advanced degrees in other areas) to receive biblical training for practical Christian service. Dr. Harold Willmington was the co-founder of the Institute and continues as the Dean. In 1980, the Institute became a part of Liberty University and it has since been renamed the Liberty Bible Institute.

Although the Academy, College and Institute were established, there remained a need for professional graduate-level training for graduates of Liberty and other colleges desiring graduate theological education as preparation for service in churches similar to Thomas Road Baptist Church. To meet this need, Liberty Baptist Theological Seminary (first known as the Lynchburg Baptist Theological Seminary) was established in September of 1973. The Seminary had an initial enrollment of 41 students. In 1985, the Seminary was merged into Liberty University where it now has the status of a separate graduate school.

In 1985, Liberty changed its organizational structure to that of a university. The structure based on academic divisions was converted to one of colleges/schools of which there are now eight: Arts and Sciences, Business, Law, Helms School of Government, Communications, Education, Religion, and the Seminary.

The School of Education began offering courses leading to the Master of Education degree in the Fall of 1983 and the Ed.D. in the fall of 1998. The School of Religion established a graduate program offering the Master of Arts degree in 1983. In 1985, Liberty University began offering distance learning to non-resident students in both undergraduate and graduate programs. In 1987, the Seminary offered the University’s first doctoral-level degree, the Doctor of Ministry. The School of Business and Government began the MBA in distance learning in the fall of 1998. The College of Arts and Sciences and the Seminary offered the University’s first Ph.D. program with Concentrations in Counseling and Pastoral Counseling beginning in the 2001-2002 academic year. The School of Law began offering first year classes leading to the Juris Doctor (J.D.) Degree in the Fall of 2004. The School of Communications began to offer classes leading to the M.A. in Communications Studies in the Fall of 2004.

The Liberty Mountain Campus was established in 1977. The Campus North [CN], formerly the Ericsson property, was added in 2004. The total campus now includes 103 structures and extensive athletic facilities. Liberty was first accredited by the
Southern Association of Colleges and Schools (SACS) in 1980. With the completion of its third reaffirmation, all University degrees are accredited by SACS through 2006, when a new reaffirmation of accreditation review is required. Liberty has also been accredited by the Transnational Association of Christian Colleges and Schools since 1984 and has been reaffirmed through 2010.

**LIBERTY UNIVERSITY STATEMENT OF PURPOSE**

**PHILOSOPHY OF EDUCATION.** Liberty University is a Christian academic community in the tradition of evangelical institutions of higher education. As such, Liberty continues the philosophy of education which first gave rise to the university, summarized in the following propositions.

God, the infinite source of all things, has shown us truth through scripture, nature, history, and above all, in Christ.

Persons are spiritual, rational, moral, social, and physical, created in the image of God. They are, therefore, able to know and to value themselves and other persons, the universe, and God.

Education as the process of teaching and learning, involves the whole person, developing the knowledge, values, and skills which enable the individual to change freely. Thus it occurs most effectively when both instructor and student are properly related to God and each other through Christ.

**MISSION.** To produce Christ-centered men and women with the values, knowledge, and skills required to impact tomorrow's world.

The mission is carried out for resident students, through a rigorous academic program and structured social environment. It is carried out for external students in a comparable academic program but without the structure of the resident community.

**AIMS.** In support of its Philosophy and Mission, Liberty University seeks to provide its students with intellectual and cultural pursuits that:

1. Contribute to a knowledge and understanding of other cultures and of international events.
2. Promote an understanding of the Western tradition and the diverse elements of American cultural history, especially the importance of the individual in maintaining democratic and free market processes.
3. Foster university-level competencies in writing, speaking, reading, appreciation of the arts, analytical reasoning, computer literacy, and library research.
4. Convey the different ways of acquiring knowledge in the humanities, social sciences, and natural sciences.
5. Enable them to engage in a major field of study built on a solid foundation in the liberal arts.
6. Explore the moral dimensions and ethical implications in the disciplines offered by the University.
7. Assist in developing competence and determination in their approach to their vocation, including encouragement in choosing and following their vocation, as a calling to do the will of God through all of life.
8. Promote the synthesis of academic knowledge and Christian values in order that there might be a maturing of spiritual, intellectual, social, and physical behavior.
9. Cultivate sensitivity to the needs of others and a commitment to the betterment of humanity.
10. Encourage a commitment to the Christian life, one of actively communicating the Christian faith, personal integrity, and social responsibility which, as it is lived out, points people to Jesus Christ as the Lord of the universe and their own personal Savior.

**STATEMENT OF PRINCIPLES**

Liberty University draws upon a rich tradition, institutional culture and core documents to distill those doctrinal principles set forth below that all adjunct faculty members must affirm in writing as a condition of employment. While all University employees are expected to respect the institutional character reflected in all foundational documents and recognize the duty to refrain from conduct and activities detrimental to the University’s mission, in recognition of the breadth of the historic Christian faith, the University holds inviolable for adjunct professors only those principles considered vital to the faithful pursuit of its distinctive mission, which are set forth below.

**LIBERTY UNIVERSITY AFFIRMS** the following truths:
1. The Bible alone, and the Bible in its entirety, is the written Word of God and is therefore inerrant in the originals.

2. God is a Trinity, Father, Son, and Holy Spirit, each an uncreated person, one in essence, equal in power and glory. The world was created by God as expressed in the Genesis account of creation.

3. Jesus Christ is God's only Son, our Lord, who was conceived by the Holy Spirit, was born of a virgin, suffered for the sins of the whole world, was crucified, died, and was buried; on the third day he rose again bodily; he ascended into heaven; he is seated at the right hand of the Father, and he will come again for all His church, and to judge the living and the dead.

4. All people are sinners in need of redemption by grace through faith in Christ alone. The Redeemed will enjoy everlasting life in God's presence, and unbelievers will suffer everlasting judgment in separation from God.

We accept those large areas of doctrinal teaching on which, historically, there has been general agreement among all true Christians. Due to the specialized calling of those who teach theology or Bible in the University and Seminary, greater specificity, depth and conformity are required of faculty who teach in those schools.

STATEMENT OF PROFESSIONAL ETHICS

Liberty University is part of the heritage and community of evangelical Christians and is so defined by its statement of principles and statement of purpose, its academic and social program, the conduct and performance of its students and faculty, and the success of its alumni. Part of this tradition is the development of ethical standards for professional life. These are consistent with standards found in the Scriptures. This reflects the fact that, as adjunct faculty, we are responsible to the standards of God's revelation found in the Scriptures as well as those of our professional peers.

As adjunct faculty at Liberty University we are committed to the following ethical standards:

A. Teaching
   1. To maintain the integrity of our teaching by ensuring that its content is based in or defensible before the academic community, that personal views are so identified, and that it is compatible with the University's Christian worldview as reflected in the doctrinal statement.
   2. To seek to develop independent thinking in our students, encouraging critical discussion of differing points of view as they pertain to the issues of each course.
   3. To provide appropriate assessment of student progress through grading and consultation.

B. Professional
   1. To avoid any inappropriate or preferential relationship with any student apart from that of mentor, teacher, and role model.
   2. To continue to develop and grow by maintaining a regular program of research and study in order to stay current in our respective disciplines.
   3. To publish only with academic excellence and ethical integrity.

C. Personal
   1. To be a model of biblical lifestyle, character and relationship in every aspect of our lives.
   2. To display respect equally for all persons.
   3. To maintain responsible standards of speech, avoiding profanity and vulgarity.
   4. To uphold the sanctity of permanent marriage between a man and a woman, avoiding any sexual misconduct, including harassment and abuse.
   5. To model a disciplined approach to personal health.
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Section B

Organization and Administration
BOARD OF TRUSTEES

The Board of Trustees shall have the full and complete management and control of the corporation and its affairs, and on behalf of the corporation shall authorize and empower the doing of all acts and things, which the corporation may lawfully do. The Board of Trustees, as the legal body responsible for the institution, has the duty and authority to approve and ensure that the mission of the institution is implemented. The Board of Trustees shall hold the Chancellor/President and his administration accountable for implementation of Board policy, including personnel matters. In furtherance of the foregoing, the Board of Trustees shall have the authority to adopt such by laws and pass such resolutions consistent with the purposes as set forth in the Articles of Incorporation.

CHANCELLOR/PRESIDENT

The Chancellor/President is the chief executive officer of the University and is vested with all authority, powers, duties and responsibilities incident to the management and control of the University. The Chancellor/President shall serve as a member of the Board of Trustees and shall see that all orders and resolutions of the Board are carried out under his general supervision. In addition to the foregoing, the Chancellor/President shall be responsible for providing focus and direction for the University and for making policy recommendations to the Board of Trustees. The Chancellor/President shall represent the University and shall be responsible for ensuring that the mission of the University is implemented. The Chancellor/President, or his designee, shall preside over and coordinate all meetings and official convocations of the University, including student and faculty convocations. The Chancellor/President is also the principal liaison between Thomas Road Baptist Church and Liberty University. He provides spiritual and worldview leadership to the University in the pursuit of excellence. The Chancellor/President, in addition to the duties and responsibilities set forth herein, shall also be directly responsible for recruiting students and soliciting contributions to support the University. The Chancellor/President may delegate any of his powers to the Chief Operating Officer or such other officers of the University as he may deem appropriate. The Chancellor/President shall make an annual report to the Board of Trustees of the work, condition, and needs of the University as well as any other matters that may affect the University as it pursues the fulfillment of its mission.

VICE CHANCELLOR

The Vice Chancellor assists, advises and provides oversight along with the Chancellor/President concerning the implementation of the duties and responsibilities associated with that position.

The Vice Chancellor is the designated Officer of the University to succeed the Chancellor/President in the event of the Chancellor/President’s death, disability or resignation.

EXECUTIVE VICE PRESIDENT/COO/CFO

The Executive Vice President is the chief operating officer, chief financial officer and senior administrative officer of the University. The Executive Vice President, with the concurrence of the Chancellor/President, shall have the authority to appoint or terminate all Vice Presidents of the University, and any other such positions consistent with the operation of an institution of higher learning. The Executive Vice President’s duties may be expanded or modified from time to time as the Chancellor/President may determine.

PROVOST and VICE PRESIDENT FOR ACADEMIC AFFAIRS: The Provost and Vice President for Academic Affairs (hereafter referred to as Provost) is the chief academic officer for the University. This individual serves as the primary voice on academic matters within the administration. The Provost is the second-ranking operational official of the University, and acts for the Executive Vice President in his absence. The Provost, in collaboration with the deans, the Faculty Senates, and the General Faculty, is responsible for developing and implementing the academic vision and values of the University. These core values are engaged through the various academic programs offered in multiple delivery formats, as well as through the teaching, research and service activities of the academic centers. The Provost, in collaboration with the deans, the Faculty Senates, and the General Faculty, provides leadership in continuously improving undergraduate and graduate instruction and academic support services. The Provost works with the deans and the Executive Vice President to identify and prioritize resource allocations among academic units. The Provost assesses the performance of academic leaders and provides regular feedback to encourage
improvement. The Provost, further, has the responsibility to oversee a structured process through which faculty can develop professionally within their disciplines, improve as effective academic communicators, and utilize the wide array of technological tools and resources available to enrich the art of teaching. The Provost serves as the liaison to those external agencies with which the University maintains institutional accreditation. The Provost communicates regularly with the Chancellor/President, the Executive Vice President/COO and the various University constituencies on matters of importance with respect to accreditation. The Provost also serves as the liaison of the administration to the Faculty Senates.

Vice Provost for Distance Learning and Graduate Programs. The Vice Provost for Distance Learning and Graduate Programs (hereafter referred to as Vice Provost) reports directly to the Provost and is chief academic officer and administrative advocate for Distance Learning and Graduate Programs in the University. The Vice Provost also coordinates the responsibilities of this position with the Executive Vice President/COO who has overall administrative oversight for the distance learning program.

The Vice Provost serves as the Vice Chair of the Graduate Academic Council and, through consultation with the members of the Council, is responsible for promoting excellence in Distance Education and Graduate Programs at Liberty.

Specific responsibilities of the Vice Provost include the following:

1. Develops organizational structures and appoints personnel to effectively manage and execute functions of the Graduate and Distance Learning Educational Programs in the University;
2. Administers the academic budget of the Graduate and Distance Education Programs;
3. Develops and implements processes to assess the purposes, effectiveness and quality of current and proposed Graduate and Distance Education Programs;
4. Leads in development of creative and interdisciplinary academic programs that can be offered in the University’s Residential and Distance venues; and
5. Oversees the appointment and evaluation of the faculty as well as academic administration for Distance Learning and Graduate Programs.

Associate Vice President for Institutional Effectiveness. The Associate Vice President for Institutional Effectiveness oversees and provides strategic direction for the University’s institutional assessment program. The Associate Vice President collaborates with all major sectors of the University in ensuring institutional effectiveness, quality enhancement, and accountability in both learning outcomes and services of the University.

This office and those individuals who report to it assist in short- and long-range planning through timely development and dissemination of data and information to all academic departments and academic support units; assist those departments and units in developing assessment instruments which include the collection, analysis, and use of data; develop and update schedules for the completion of the various assessment instruments and reports; train and mentor full time and adjunct faculty and staff in assessment strategies; and employ comprehensive evaluation to document quality and effectiveness within the University. This is accomplished, in part, by ensuring use of the results of assessment in budget planning and to improve institutional effectiveness.

This office and those individuals who report to it regularly update University publications (catalogs, Faculty Handbook); verify the teaching load carried by University faculty; examine and make recommendations on ways to more effectively track and manage faculty load; and analyze classroom utilization to make the most effective use of academic facilities.

This office and those individuals who report to it also coordinate the assembly and publication of all documents submitted to accrediting bodies, including, but not limited to, substantive change reports, annual updates, and reaffirmation reports.

The Associate Vice President for Institutional Effectiveness reports to the Provost.

Associate Deans of Distance Learning Programs. Associate Deans for the Distance Learning Programs teach, schedule the teaching of adjunct faculty in their areas of responsibilities for academic programs, help recruit faculty, evaluate faculty, recommend faculty retentions and dismissals, submit budget proposals for the Distance Learning and Graduate Programs, manage fiscal resources, and oversee curricular program assessment in the areas of the curriculum for which they have responsibilities. The Associate Deans provide leadership and assist the Vice Provost in administering the academic programs offered through Distance Learning and Graduate Programs. They hold regular meetings with the Vice Provost to develop goals and objectives, to initiate necessary curriculum changes, and to facilitate the implementation of the routine responsibilities of the adjunct and full time faculty servicing Distance Learning Programs and Graduate Programs.
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Section C

Academic and Instructional Policies and Procedures
ACADEMIC RESPONSIBILITIES

ACADEMIC STANDARDS-GENERAL POLICY. The maintenance of high academic standards is a common concern of the faculty and administration and is the individual responsibility of each adjunct. The procedures described in this handbook merely provide a reasonable degree of order and uniformity to the University's instructional activity. Within this pattern each adjunct has the privilege and duty to use those instructional methods and teaching materials most likely to accomplish to the maximum extent possible the purpose of each course and the learning outcomes for each course.

Students should be challenged to aspire for the highest mastery possible for them and should be expected to bring to the online classroom the results of considerable studious preparation. The grade distribution must follow normal accepted practices consistent with the catalog. Realistically, the final student grade should reflect in an objective manner the ability of the student to meet previously identified, specific objectives.

The stated purpose of the University implies certain institutional responsibilities to students and correlative student responsibilities as members of the University community. Both adjuncts and students should be responsible for creating an academic atmosphere of mutual respect and consideration for individual dignity.

FACULTY. The institution has an obligation to provide degreed faculty members of the highest quality obtainable and to staff each course with the person best suited for it. It is expected that adjuncts will model a personal commitment to the goals and values of Liberty University, engage in an active commitment to and experience of personal spiritual formation within a biblically-informed Christian worldview, and follow lesson plans developed for the course they are facilitating. They should not make changes to the course without consulting with the course manager and the Associate Dean for Distance Learning. Each adjunct should view the course being taught as a means to a significant educational end. The adjunct should strive to employ a variety of techniques for the development of good learning conditions; view each student as a unique individual; and, insofar as is possible, provide for individual differences in abilities and interests.

Students have an obligation to perform at the highest level possible. This obligation encompasses "academic honesty," disinclination to take short cuts, and refusal to participate in any action which is commonly defined as cheating or plagiarism.

FACULTY INTERACTION. One of the critical elements for student success in distance learning is the opportunity to receive prompt feedback from faculty. This is particularly true in the eight week courses, where the pace is accelerated. For this reason, all distance faculty, whether adjunct or full-time, are expected to:

1. Use your Liberty email address for your correspondence with students, and keep secure records of course interactions, including email, with all students.
2. Respond to student emails in a timely manner. Unless there are extenuating circumstances, faculty response to a student question should take place within 1 business day.
3. Grade all assignments with feedback on the students work and recommendations for improvement. Grades must be posted within one week of receipt of the assignment.
4. Submit final grades for all students who have completed their assignments within 5 business days after the eight week sub-term ends.
5. Faculty are to have a minimum of one quality interaction with each student per week.
6. Faculty are to check the group discussion regularly (at least 3 times a week) and make appropriate comments or group communication. For the Blackboard discussions, you are expected, as a minimum, to post one response to every student at least every other week, in addition to the postings to the whole class.
7. Add new announcements weekly to the announcement page. This is an important way for you to stay in contact with your students and for them to know that you are engaged with the course.
8. Near the end of the final class session, remind students to complete a final course evaluation.
9. Please use the Assignment Manager rather than the Digital Drop Box. Grade assignments and enter grades in the grade book promptly. See tutorial. You may want to include this tutorial below in your course in the event that your students are unfamiliar with the Assignment Manager Feature in Blackboard.
10. Submit final grades on time. Grades need to be entered within one week after the official end date of the class. Follow the grading policy. Please read your contract carefully to fully understand how the timing of your submissions correlates with payment dates.
11. Handling students with late work: Do not delay grades for students who have not completed their work. The “I” grade ("Incomplete") is to be used for these students who have legitimate, extraordinary circumstances. Discourage the use of these grades: they are difficult for both you, the instructor, and the student to manage. “I” grades need to be initiated before the course is over and cannot be requested after the close of the course. “I” grades should not
normally be used for students who have less than half of the coursework completed; before the end of the fourth week of the course, students doing poorly can withdraw with a grade of "W" and should be encouraged to do so. See the catalog policies on "I" and "W" grades.

12. Plagiarism has been on the rise in recent years because of the emergence and expansion of the Internet, and serves as a strong threat to academic integrity. Instructors need resources to assist them in accurately detecting plagiarism and preventing plagiarism before it occurs, as well as safeguarding the academic integrity of the work of students who have properly researched and properly cited their sources. Hence, Liberty University has currently subscribed to TurnItIn.com®, an online collaborative learning tool for faculty, which supports members of the Liberty academic community in their quest to uphold academic integrity. Student submissions may be submitted to the scrutiny of the TurnItIn® software or other academic integrity software. Note that these submissions of assignments to TurnItIn® or other software do not necessarily constitute an accusation or suspicion of plagiarism on the student's part. Charges of violating academic integrity shall be handled according to student discipline procedures established by the Associate Dean of Academics and outlined in this handbook.

13. Have fun teaching your course, remembering that you have a godly, privileged responsibility to train “Christian leaders to change the world.”

**GRADING.** A student who remains on an official class roster must be given a grade. In order to comply with Title IV regulations which require a school to have a mechanism in place for identifying and resolving instances where a student’s attendance through the end of the period could not be confirmed, the grade of FN has been established. Students who unofficially withdraw from a course will be assigned a grade of FN. FN indicates that the student ceased attendance and failed to complete the course objectives. The FN grade is equal to the F grade and is recorded on the student's transcript as F. Please review the Final Grade Posting section on the Registrar’s Office website.

Work may not be submitted to the professor after grades are due unless the student was awarded a grade of "I" (incomplete) or "M" (medical incomplete) prior to the end of the semester.

A change in a recorded grade may be made by the faculty member. A request for such change must be made in writing. Grades are not usually reported for permanent record until the end of the semester. Any exception to this policy must be approved by the appropriate Associate Dean for Distance Learning and Graduate Programs.

**GRADING RESPONSIBILITIES AND PROCEDURES.** Adjuncts submit final grades for all students to the Registrar at the end of each term, via the “Submit Final Grade” function in the BlackBoard Control Panel. All reports to the Registrar should be made on or before the date requested, which will typically be within 5 days of the end of the subterm. Adjuncts are urged to promptly complete and submit course grades. In many instances, a student's registration for a succeeding term is dependent on grades received in preceding courses.

**FACULTY RESPONSIBILITIES CONCERNING STUDENTS WITH DISABILITIES BASED ON FEDERAL STATUTE.** Students with documented disabilities have legal rights under the federal statutes. Section 504 of the Rehabilitation Act of 1973 (PL 93-112), as amended by the 1981 regulations implementing the act, prohibits discrimination on the basis of handicap against people in institutions benefiting from federal funds. This includes institutions (such as LU) which receive federal monies indirectly such as tuition and dormitory fees paid with federal grants or loans (Lazarus, 1989). Institutions that are judged to be negligent can lose all forms of federal assistance.

Section 504 mandates reasonable accommodations to provide equal program access to all students with handicaps. "Academic requirements must be modified on a case by case basis, to afford qualified handicapped students and applicants an equal educational opportunity" (Anderson & McGuire, 1993, p.2). Faculty must provide accommodations that meet the special needs of each student with a disability.

Adjuncts are not required to provide accommodations if the accommodations would fundamentally alter the nature of the program or the academic requirements that are essential to a program of study or to meet licensing prerequisites.

It is the student's responsibility to disclose disabilities. If students fail to do so, adjuncts are not obligated to accommodate disabilities. Documentation and disclosure are handled through the Office of Disability Academic Support which is located in the Bruckner Learning Center in the Teacher Education building.

If you have a question regarding a student's status regarding a disability, or about your options for providing accommodation, please contact the Office of Disability Academic Support for verification (434-582-2159).

Liberty University Adjunct Faculty Handbook, page A-14
References


STUDENT GRADE APPEAL PROCEDURE. Any student who has factual evidence that a grade, as reported, is in error and wishes to appeal the grade, should use the following procedure:

Step 1: The appeal of the grade must be initiated in writing within 30 days of the subsequent semester. The student must submit a written rationale to the instructor. The instructor must respond in writing within 10 days of the receipt of the written appeal.

Step 2: If the student is not satisfied with the written response, the student must appeal in writing to the Associate Deans within 10 days of the response. The Associate Dean must provide a written response within 10 days of the receipt of the written appeal.

Step 3: If the student is not satisfied with the response of the Associate Dean, the student must provide a written appeal within 10 days of the response to the Vice Provost for Distance Learning and Graduate Programs. The Vice Provost will respond within 10 days.

Step 4: If the student is not satisfied with the response of the Vice Provost, the student must appeal in writing within 10 days to the Provost. The Decision of the provost is considered final, and will be sent to the student within 10 days of receipt of the appeal.

The deadlines for distance students submitting appeals will be determined by the postmark on the parcel, or the time stamp on the email. Certified mail should be used on each step if using USPS, both for the student and the University.

TEXTBOOKS AND OTHER CLASS MATERIALS. All textbooks and other materials for use in classes must be sold to students by the Bookstore. Adjuncts may not order textbooks for their students directly from the publisher or sell any materials directly to students. Expanded syllabi, teaching aids and other self-published materials must be sold through the Liberty University Bookstore. The faculty member is not to sell these or any other class materials directly to students. (Printing Procedures for Faculty Self-Published Materials are detailed under XVIII-G, pp. F-20-21 of this handbook).

CURRICULUM DESIGN AND DEVELOPMENT. The University's Distance Learning Administrative Team oversees the design and development of all courses with the involvement of a subject matter expert from the appropriate discipline for the course. Adjunct faculty are provided with these fully developed courses, and are required to teach them in that format.

Each course then has a faculty member assigned as a Primary Course Manager (PCM) for that course. The PCM is responsible for all updates and any other changes to the course. Adjunct faculty are encouraged to recommend any potential changes to the PCM, but the decision to implement those changes rest with the PCM and the Distance Learning Administrative Team.

STUDENT EXTENSIONS. Students enrolled in the sixteen week terms are able to request and receive, from their academic advisor, a single two month extension for the course. When extensions are granted to students, the instructor of record will be notified via email. Adjunct faculty teaching these courses will be expected to complete the grading for these students as the assignments are completed and submitted.

Students in the eight week terms will not be granted extensions. If a student encounters extenuating circumstances that prohibit their completion of the course within the prescribed timeframe, adjuncts may submit a grade of I (Incomplete) in accordance with the guidelines published in the University’s Academic Policy Handbook (Available at https://www.liberty.edu/academics/index.cfm?pid=455).
**CONTACT NUMBERS**

The following represent the phone numbers that may be of assistance to adjunct faculty:

- **CAFE** 434-592-7061
- **DISC/Help Desk**
  - Main Phone 434-582-2139
  - Alt. Phone 434-592-7800
- **Human Resources** 434-592-7330
- **Integrated Learning Resource Center**
  - Main Phone 434-582-2220
  - DLP librarian 434-582-2821
- **Main Campus Switchboard** 434-582-2000
- **Vice Provost’s Office** 434-592-4030
- **Associate Deans/Directors**
  - Dr. Ron Giese (Undergraduate Religion) 434-582-2587
  - Dr. Fred Milacci (Graduate Counseling and Psychology) 434-592-4043
  - Dr. David Pettus (Seminary) 434-592-3453
  - Mr. Paul Rickert (School of Government) 434-592-3688
  - Dr. Brian Satterlee (Undergraduate Business) 434-582-2647
  - Dr. John Vadnal (General Education) 434-592-4651
  - Dr. Scott Watson (School of Education) 434-582-2127
  - Dr. John George (Graduate Business) 434-592-3864

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**THE INTEGRATED LEARNING RESOURCE CENTER**

The Integrated Learning Resource Center (ILRC) incorporates the University’s main library and academic computing facilities. Library resources and services are housed primarily on the first floor; student computing access is concentrated on the second floor. The ILRC is the focal point of academic life at Liberty and has the responsibility to help adjunct faculty and students develop intellectually, culturally, and spiritually. Therefore, it provides technology, materials, and services necessary for research and study.

The ILRC's library is an integral part of the educational process, providing traditional and digital information resources to support the University curriculum. Every effort is made to expand and arrange its contents in a methodical way according to the Library of Congress classification system. The library’s functions, organized and serviced by a well-qualified professional staff, are designed to support the residential and distance academic programs of the University.

Distance Learning Program (DLP) students have direct toll-free telephone and email access to library personnel. DLP library services include computer research, document delivery, and book delivery. The web page for DLP library services is located at: [http://www.liberty.edu/index.cfm?PID=796](http://www.liberty.edu/index.cfm?PID=796).
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Section D

Distance Learning
Faculty Personnel Policies*
PROFESSIONAL SECURITY AND ACADEMIC FREEDOM

In teaching and research, every adjunct faculty member is a servant and minister of truth which has been revealed to us in the Scriptures and in the broad range of human knowledge. In keeping with this commitment, the University subscribes to the 1940 Statement of Principles on Academic Freedom of the American Association of University Professors.

The adjunct faculty member understands that he or she is teaching in an institution in which Christian morality is accepted as the absolute rule of life. Adjuncts are employed because they respect the University's purposes and organization. In the relationship with school personnel, students and general public, it is expected that faculty conduct themselves in a spirit of Christian love, mutual respect and individual dignity in keeping with these purposes. The adjunct faculty member is also a citizen, a member of a learned profession and a part of an educational institution. When the faculty member speaks or writes as a citizen, it is recognized that the faculty member should be free from institutional censorship or discipline, but the special position of a faculty member in the community and within an institution that has a distinctly Christian character imposes special obligations. As a man or woman of learning and an educational officer, the faculty member should remember that the public may judge his/her profession and institution by the faculty member's utterances. Hence the adjunct faculty member should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, should make every effort to indicate that the faculty member is not an institutional spokesman and should exercise conduct that evidences Christian love, mutual respect and individual dignity.

In teaching the academic courses, a faculty member is entitled to address all relevant issues and problems, including controversial ones, in order that the University might adequately perform its responsibility of training students for service in the world. To the extent that an adjunct faculty member discusses issues and problems in courses which relate to the subject matter of that course and which do not reduce the course content expected to be covered, a faculty member shall have the freedom to engage in such discussions. When discussions occur within the context of controversial issues, the University administration has an obligation to protect the faculty member from inappropriate and destructive harassment.

As an individual member of an academic community, there may be occasions when an adjunct faculty member will disagree with the policies of the University. The adjunct may disagree with the University policies but the manner and place of disagreement should be exemplary of an educator who desires to see resolution of differences and reconciliation of individuals. When a faculty member finds there is basic disagreement with policies of the University, that adjunct should make the differences known through the grievance procedure explained in this section; and where satisfactory resolution of differences does not occur, the adjunct should, in keeping with personal integrity, recognize that employment that is more compatible with those personal views may be the most appropriate resolution of the differences.

No member of the faculty, in any opinion or certification which is to be used for commercial advertising or commercial promotion of any product, service, or business organization, may use the University or any of its parts, or refer to their professional connection therewith, without the express approval of the Executive Vice President and the Board of Trustees.

EQUAL EMPLOYMENT OPPORTUNITY. Our policy of equal employment opportunity is founded on sound business judgment and the principle of respect for all individuals. It is the policy of Liberty University to provide equal opportunity for all qualified employees and applicants for employment without regard to race, color, sex, age, disability, veteran status or national origin. Positive and affirmative action shall be taken to ensure the fulfillment of this policy as to:

A. Hiring, placement, upgrading, transfer or demotion;
B. Recruitment, advertising, or solicitation for employment;
C. Treatment during employment
D. Rates of pay and/or other forms of compensation;
E. Educational assistance and other employee benefits;
F. Selection for training;
G. Social or recreational programs
H. Layoff, terminations, and/or leaves of absence.

Implicit in our equal employment policy is a work environment free of harassment based on race, color, sex, age, disability, national origin, or veteran status. Liberty University provides prompt, impartial examination and resolution of complaints in keeping with its belief in the dignity and rights of the individual.
Liberty University is committed to providing an environment that allows employees to achieve their full potential unencumbered by unlawful discrimination. Management is to base decisions on employment so as to further the principle of equal employment opportunity. They must insure that hiring and promotion decisions are made in accord with principles of equal employment opportunity by imposing only valid requirements for hiring and promotion opportunities. They must insure that all personnel actions will be administered without unlawful regard for race, color, age, sex, national origin, veteran status or disability.

**APPOINTMENT OF ADJUNCT FACULTY**

**CONTRACT AND DUE PROCESS.** At the point that a prospective adjunct faculty member has been approved for hire, and the University anticipates the need of the adjunct’s services, a letter of agreement will be issued. Once a signed, the letter of agreement is returned, and the adjunct will be assigned a University Identification Number that will allow them to set up their individual account for accessing various University services and resources. This will allow them to access the BlackBoard orientation and training modules, and will allow them to have assigned access to courses which they may be teaching.

The Associate Deans will assign adjuncts to courses and, at this point BlackBoard orientation and training are completed.

The issuance of the initial annual contract does not create any expectation of continued employment beyond the life of that contract. Adjuncts will be evaluated each sub-term to determine whether they are meeting the expectations of the University. The University is not obligated to renew the adjunct contract for subsequent sub-terms.

An adjunct faculty member may be dismissed during the life of a contract. Any termination of a contract requiring faculty member discontinuance of services during the sub-term for breach thereof and institutional cessation of compensation during the life of the contract shall constitute faculty dismissal.

All notices of nonrenewal or dismissal shall be made by the Vice Provost for Distance Learning and Graduate Programs.

**FACULTY PERSONNEL FILES**

**Maintenance**

Liberty University maintains a personnel file on each adjunct faculty member. The personnel file includes such information as the faculty member’s job application, resume, official transcripts, and other employment records. It is the faculty member’s responsibility to notify the Human Resources Office of any changes in address, name, or other employment information pertinent to this file. All changes should be reported immediately to avoid any mistakes. Any mistakes in payroll, benefits, etc. arising from information changes not reported properly and in a timely manner to the Human Resources Office are the sole responsibility of the faculty member and not the Human Resources Office.

**Viewing of Personnel Files**

Personnel files are the property of Liberty University, and access to the information contained therein is **STRICTLY CONFIDENTIAL** and **RESTRICTED**. Generally, only Associate Deans for Distance Learning and Graduate Programs and management personnel of Liberty University who have a legitimate reason to review information in a file are allowed to do so.

**COMPENSATION.** For 2006/2007, adjunct faculty are compensated at the following rates:

- $700 x 3 for an undergraduate course = $2,100
- $700 x 4 for a masters course = $2,800
- $700 x 5 for a doctorate level course = $3,500

These rates assume that a full section in being taught. Compensation will be adjusted for enrollments that are below or above the assigned section size for the course. Questions related to the section sizes should be addressed to the appropriate Associate Dean for Distance Learning and Graduate Programs.
Supervision. Adjunct faculty are supervised by the Associate Deans for Distance Learning and Graduate Programs.

Evaluation. Adjunct faculty will be evaluated by the established process of the University with exceptions as identified by the individual Associate Dean for Distance Learning and Graduate Programs.

TECHNOLOGY REQUIREMENTS. Because so much of the University’s distance curriculum is mediated through various technologies, it is asked that all adjuncts have daily access to an up to date (P4 or equivalent) computer and Microsoft Office application software. As University faculty, adjuncts are able to purchase Dell, IBM, or Apple computers, as well as Microsoft applications at reduced prices.


To purchase Microsoft Software, visit the University’s website at: http://www.liberty.edu/index.cfm?PID=8631.

Adjunct faculty in need of anti-virus or anti-spyware software can also access these at the University’s website. The address is: https://www.liberty.edu/index.cfm?PID=194.

The University also expects that all adjunct faculty will have daily access to a broadband Internet connection such as cable modem, DSL or a similar solution.

TRAINING/SUPPORT. The primary training resource for faculty is the University’s Center for the Advancement of Faculty Excellence (CAFÉ). Their website is located at http://www.liberty.edu/academics/cafe/.

CAFÉ provides resources for training in BlackBoard, as well as providing general information related to distributed education. CAFÉ also hosts a listserve for faculty that is used to encourage discussion on areas related to teaching in the distance environment. Access to the listserve can be found at: https://www.liberty.edu/academics/cafe/index.cfm?PID=7724.

For technical support related to the use of BlackBoard, or related tools such as TurnItIn, please contact one of the staff in the CAFÉ. For other technical questions please contact the DISC HelpDesk, which is the University’s general technical support team. Their web address is: https://www.liberty.edu/index.cfm?PID=7460.

SEXUAL HARASSMENT AND DISCRIMINATION

The Equal Employment Opportunity Commission (EEOC), whose function is to enforce Title VII, issued final "Guidelines on Sexual Harassment in the Workplace." The Guidelines define "sexual harassment" as follows:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance of creating an intimidating, hostile, or offensive work environment.

Under the Guidelines, the employer is responsible for the discriminatory acts of its agents and supervisory employees, regardless of whether the employer authorized, knew, or even should have known of the acts. In addition, the employer is responsible for sexual harassment conducted by nonsupervisory employees if the employer authorized, knew, or should have known about the harassment. Furthermore, the University does not discriminate on the basis of race, color, sex, national origin, age or handicap in hiring, discharge, promotion or wages, terms, conditions, or privileges, of employment.
Sexual Harassment and Discrimination Complaint Procedure. Except in rare circumstances, informal complaints of sexual harassment and discrimination involving faculty members are handled by the Office of Human Resources, which works with the parties involved to obtain information and resolve the problem. The complainant should contact the Office of Human Resources.

The first step of the investigation is an interview with the complainant to ascertain exactly what occurred. Information is collected to determine when the incident took place, who is being charged, and what other circumstances, conversations, or witnesses might define the problem concretely.

The complainant is apprised that: (1) he or she will be contacted regarding the findings; (2) the complaint and related investigative material are maintained separately and no notations are placed in the faculty member’s files; (3) no persons outside of those necessarily involved are informed; and (4) no reprisals will be taken against an individual for making such a complaint.

The allegation is written down and the complainant is asked to sign the statement. While the charges will be investigated just as thoroughly if the complainant refuses to sign, writing out the allegation provides added documentation as well as possible justification for deciding what action to take in a case involving one employee’s word against the word of another employee.

A similar interview is then conducted with the individual accused of the sexual harassment or discrimination. If, at this point, there is enough information from which to make a final judgment on the merits of the complaint, steps can be taken to fashion an appropriate remedy.

However, if the charge is denied or there is a differing interpretation of the events, the investigation proceeds exactly as would any other discrimination investigation, with an examination of personnel and other work records, interviews with witnesses, if any, and comparisons to others similarly situated. Records are made of the findings.

The conclusions of this procedure will determine the action to be taken. The action taken will be immediate and appropriate for the charge as determined by the investigation. The Vice Provost will be kept apprised of such investigations and will be involved in the final resolution.
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Section E

Administrative Policies, Procedures, and Services
I. Compensation Schedule

At the end of the first week of each course, enrollments will be evaluated and a request for payment will be submitted to Human Resources. Adjunct faculty can anticipate checks being mailed within two weeks after submission of final grades for the course. Distance Learning faculty with full time University contracts will be paid for online distance instruction beyond their three times per year contracted load.

II. Paychecks

a. Payroll Corrections

Liberty University takes all reasonable steps to ensure that faculty members receive the correct amount of pay in each paycheck and that they are paid promptly on the scheduled payday.

In the unlikely event that there is an error in the amount of pay, the faculty member should promptly bring the discrepancy to the attention of the appropriate Associate Dean for Distance Learning Programs so that corrections can be made as quickly as possible.

b. Loss & Replacement of Checks

Faculty members who lose or misplace their paycheck must notify the appropriate Associate Dean immediately. If the paycheck has been processed by the bank a replacement cannot be issued. Replacement checks are subject to a twenty-dollar ($20.00) fee for stop payment and re-issue. Checks mailed at the request of a faculty member are the sole responsibility of that individual, the Human Resources Office cannot be held responsible for incorrect addresses, postal problems, etc. If a check is lost under such circumstances and has not been processed by the bank it can be replaced, but it is still subject to the processing fee. There will be NO EXCEPTIONS made on these replacement procedures.