

DEMAND FORECAST:

	NA	EA	AP	LA
18 BD	8,075	8,095	7,200	7,044
R PL	1,564	1,572	1,588	1,564

$W = 4,285$
 $T = 37,200$
 $41,485$

$BDF = 30,414$
 $PLF = 6,288$
 $\text{Demand } 36,702$
 $= 4,783 \text{ OVER SUPPLIED}$

ADJUNCT FACULTY HANDBOOK



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GRADUATE SCHOOL **MISSION STATEMENT**

The Graduate School seeks to create a community of learners in which stimulating and challenging expectations are addressed in a positive, caring, and encouraging environment that is respectful of all individuals. To accomplish this goal, the graduate school offers courses and programs using on-site, blended, and online courses designed to meet the ever changing needs of today's profession educators. Regardless of delivery method, the faculty seeks to model the personal attributes, professional habits, and pedagogical practices which distinguish the administrative, teaching, and counseling professions at their best. Meaningful learning experiences, opportunities with children and mentors, and partnerships with schools and agencies will enable the students to make connections between academic work and the field of basic education. While student-instructor and student-student interaction is a critical part of all courses and programs, it is recognized that such interactions are critical to supporting persistence of online learners. The instructor plays a more critical role in designing and delivering an online learning experience that fosters a sense of presence and connection.

It is the goal of the Graduate School to facilitate the professional development of teachers, reading specialists, administrators, and school counselors. This is a journey in which students continue to develop the knowledge, demonstrate the skills, and assume the attitudes of professional educators.

The nobility and significance of the preparation of professional educators is acknowledged as the demands for service to an ever-changing, diverse, global, and technological world increases.

HISTORY OF **THE COLLEGE**

Westminster College was founded in 1852 by two presbyteries of the Associate Presbyterian Church. The first catalog stated that “no person will be refused admission on account of color, caste, or sex.” By admitting women and granting them degrees on the same basis as men, Westminster became one of the earliest coeducational colleges in the United States. The College has maintained a Presbyterian affiliation through two denominational mergers and is now related to the Presbyterian Church (U.S.A.) through the Synod of the Trinity. Westminster is governed by a board of trustees.

HISTORY OF **THE GRADUATE SCHOOL**

The Graduate School was established at Westminster College in 1944. The first classes were offered during the summer of 1945, and the first degree was awarded in 1946. The program was instituted as a service to public school teachers within convenient driving distance of the College. At that time, no educational institution between Pittsburgh and Cleveland offered graduate work. There proved to be a demand, and by 1950 more than graduate 100 students were enrolled in a well-organized program approved by the Pennsylvania Department of Public Instruction. Courses leading to the certification of guidance counselors were later approved. In 1959, the State Council of Education approved extending the Graduate School to include courses leading to provisional elementary and secondary principal certificates. Subsequent approval was granted to prepare superintendents.

Westminster provides the opportunity for a number of selected students to do advanced study and research leading to the degree of master of education, during both the regular academic year and the summer session. Programs are offered for the preparation of principals, superintendents, guidance counselors, and reading specialists. A master’s degree in education is offered for elementary and secondary teachers. A master’s degree in special education is also offered with an option to add a reading specialist certificate.

OBJECTIVES OF THE GRADUATE SCHOOL

The general purpose of the Graduate School in education at Westminster College is to increase the competence of teachers and to develop those competencies appropriate for school administrators, reading specialists, and school counselors, and to prepare them to assume greater responsibility and more vigorous leadership in the educational enterprise.

Within the context of the liberal arts and in accordance with the stated purposes of the College, the Graduate School ensures the acquisition of specific competencies required in the several certification programs by developing the spirit of scientific inquiry, stimulating original and independent thought, enlarging understanding of the processes involved in human development, deepening perceptions of social and cultural phenomena, building a sound educational philosophy, and identifying and responding to major educational issues.

Each area of certification in the Graduate School includes components in philosophy, psychology, research, and enrichment. Specific standards related to each program have been developed by the faculty and meet requirements for program approval by the Pennsylvania Department of Education and are also designed to meet the standards of the Ohio Department of Education.

PROGRAMS OF STUDY

Westminster offers curricula leading to the master of education degree and certification for an elementary-secondary counselor, principal, special education with reading and a general education master's degree. In addition, post-baccalaureate programs are offered in education and include several areas of study.

ACCREDITATION

Westminster College is accredited by the Middle States Commission on Higher Education. Recognized by the US Secretary of Education and the Council on Higher Education Accreditation, the Commission is a voluntary, non-governmental, membership association that defines, maintains, and promotes educational excellence across institutions with diverse missions, student populations, and resources. Its education certification programs have the approval of the Pennsylvania Department of Education and are designed to meet the standards of the Ohio Department of Education. The College is a member of the American Council on Education, the Association of American Colleges, and the National Association of Independent Colleges and Universities.

PHILOSOPHY AND PURPOSE

The mission of Westminster College is to help men and women develop competencies, commitments, and characteristics which have distinguished human beings at their best. The liberal arts tradition is the foundation of the curriculum continually designed to serve this mission in a rapidly changing world. The College sees the well-educated person as one whose skills are complemented by ever-developing values and ideals identified in the Judeo-Christian tradition. Westminster's quest for excellence is a recognition that stewardship of life mandates the maximum possible development of each person's capabilities.

The College thus realizes its mission in men and women who as students:

- Develop intellectual curiosity and the competencies to reason logically, evaluate critically, communicate effectively, imagine creatively, and appreciate aesthetic and creative expressions of humanity;
- Acquire a knowledge and appreciation of self, society, human cultures, the natural world, and human relationships to God;
- Develop and demonstrate moral and ethical commitments to neighbor, society, and the natural world consistent with an understanding of self;
- Commit themselves to lifelong learning and the acquisition of skills for careers and responsible service as world citizens.

The curriculum is designed as a means by which the College endeavors to fulfill its mission.

ACADEMIC INTEGRITY

Central to the purpose and pursuit of any academic community is academic integrity. All members of the Westminster community, including students, faculty, staff, and administrators, are expected to maintain the highest standards of honesty and integrity, in keeping with the philosophy and mission of the College. Academic dishonesty is a profound violation of this code of behavior. Students who are unsure as to whether specific behavior will constitute academic dishonesty should consult with their individual course instructors. Faculty members with questions about a student's academic dishonesty should consult the Graduate School director and/or assistant director.

ABSENCES (FACULTY)

The College must be able to rely on your services of adjunct faculty for attendance and punctuality. Adjunct faculty will be assigned a course meeting/class schedule denoting dates of the semester, day of the week, time of day, and location of the class meetings. If an adjunct must report off for an emergency or for illness, the adjunct must report off to the Graduate School office (724-946-7353). Then, the adjunct must notify his/her students by email.

TEXTS

Textbooks for each course are selected by input from Graduate School faculty and then approved by the department coordinator for each respective program. All texts are listed on the College's Bookstore website. Faculty are required to adhere to the official list of texts. A desk copy of the text must be requested from the publisher by the faculty member teaching the course. The faculty member will be provided the information about the publisher, ie: contact information. Any Bookstore purchases must be approved by the director of the Graduate School using the Prior Authorization Form on the next page.

PRIOR AUTHORIZATION FORM

Should you need to supplies for your graduate class, please complete the form below and have Dr. Zorn sign before making your purchase in the Westminster College Bookstore.

Instructor Name: _____

Course : _____

Items needed: _____

Approved: _____ Date: _____

FACULTY I.D. CARD

- ID Cards – Titan Cards. Currently contracted adjunct faculty may obtain an ID card at the Titan Card office in Room 231 of the McKelvey Campus Center. Your Westminster College ID card gives you access to the following:
 - Availability to many research sources through the College library, both on campus and from your computer;
 - Free admission to Westminster sporting events and many cultural events;
 - Free access to the College's Fitness Center.

QUICK REFERENCE FOR CONTACTS FOR ADJUNCT FACULTY

Dr. Robert L. Zorn

Academic coordinator of the Principal, Superintendent, and General Education Programs and director of the Graduate School

email: zornrl@westminster.edu, phone: 724-946-7031

Eric Perry

Academic coordinator of the Counselor Education Program and assistant director of the Graduate School

email: perryej@westminster.edu, phone: 724-946-7874

Dr. Charlene Klassen Endrizzi

Academic coordinator of the Reading Specialist Program

email: endrizzk@westminster.edu, phone: 724-946-7189

Dr. Amy Camardese

Academic coordinator of the Special Education Program

email: camardah@westminster.edu, phone: 724-946-7183

Karen Weichman

Administrative assistant of the Graduate School

email: weichmkl@westminster.edu, phone: 724-946-7353

Faith Craig

Director of disability resources

email: craigfa@westminster.edu, phone: 724-946-7192

James Walker

Director of public safety

email: walkerjd@westminster.edu, phone: 724-946-6216

Kay Galanski

Bookstore supervisor

email: galanska@westminster.edu, phone: 724-946-7218

Emily Miller

Business Office secretary

email: millereb@westminster.edu, phone: 724-946-7000

Alex Julio

Library and LIS (Learning Information Services) – help supervisor

email: julioal@westminster.edu, phone: 724-946-7330

CLASS ATTENDANCE

Attendance is mandatory for all sessions of all courses. Westminster College wants to ensure that students are getting the full education for which they are paying. If students receive any type of financial aid, the government uses the attendance as verification of their enrollment at the College.

Attendance Policies:

1. Students “must” attend the first night of any class, unless prior arrangements have been made with the instructor. Westminster strongly encourages faculty to require first night attendance. Your class roster can be found in the “Classlist” section of the D2L course. You can print a copy and use as an attendance sheet. On the attendance sheets write “NO SHOW” next to the names of the students who miss class. Add names to the bottom of those who are in your class but not printed to the roster. Turn in this information ASAP to the Graduate School office.
2. If a student knows that they are going to miss a class, they need to contact the instructor as far in advance as possible to arrange to make-up missed course work and/or class participation. If an emergency arises, students need to please notify the instructor by Westminster College email to let the instructor know that they will not be in attendance. It is the student’s responsibility to contact the instructor to make arrangements for the completion of missed coursework. It is important to note here that some faculty may lower grades for an absence.

3. If a student missed two classes, for whatever reason, it is advisable that they drop the class. In certain situations, the director and/or assistant director, in conjunction with the instructor, may allow the student to continue with the course, provided a letter submitted by the student is approved stating the reason for the absences and what has been done to make up the missed course work.

SYLLABUS

Faculty members teaching graduate courses are required each semester to file a syllabus on My.Westminster for each course they are teaching that semester. Faculty are also required to either post the course syllabus on D2L (Desire2Learn) or to distribute printed copies to all students in the course at the first class meeting and/or at the beginning of an online course. Syllabi must include grading requirements, course requirements, texts, attendance policy, and course content-topics. A sample syllabus of the course will be provided to new adjuncts to serve as a guide.

GRADING SYSTEM

Grade	Description
A	Excellent
A -	
B +	
B	Good
B -	
C +	
C	Credit. Not more than two courses with a grade of "C" or under can be counted.
C -	
F	Failure
I	Incomplete. This may be given in lieu of the letter grades above. It is a temporary grade given when a student is unavoidable delayed in completing an academic course. Such academic work must be completed by the end of the next semester if the student remains in college. Students who are temporarily separated from the College must remove the incomplete within one year after the close of the semester in which the grade was given unless special permission is granted by the dean of the College. All incomplete grades not properly removed are changed to "F."
W	Withdrawn. This grade may be recorded for withdrawal from a course by deadlines established by the registrar, or later if the course record to date is passing and if withdrawal is necessitated by illness or other legitimate reasons. Granting of the "W" grade requires approval by the instructor, the adviser, the director of the Graduate School, and dean of the College.
WF	Withdrawn Failing. When the student withdraws under circumstances that do not warrant the "W" grade, "WF" is recorded.
M	Students who take a leave of absence for military related reasons will be readmitted with the same academic status as he or she had when last attending. The grade transcript will show an "M" or Military to indicate that the military member or his/her spouse was unable to complete the course(s) because of military service. A grade of "M" is not counted in a student's GPA.

FERPA STATEMENT

The Family Educational Rights and Privacy Act (FERPA) of 1974 prevents the College from releasing student education records to unauthorized individuals and/or organizations without the student's written consent. If you have questions regarding FERPA guidelines, please contact the Westminster College registrar.

TOBACCO FREE ENVIRONMENT

Westminster College is a tobacco free environment.

CAREER CENTER SERVICES FOR STUDENTS

The Career Center staff helps students to make informed decisions about careers and programs of study in the Graduate School. The staff helps graduate students with resumes, interview techniques, employment openings, writing application essays, cover letters, and job searches.

DISABILITY RESOURCES FOR STUDENTS

Westminster College is committed to providing services and resources to remove unnecessary barriers for students with disabilities as consistent with the American with Disabilities Act and Section 504 of the Rehabilitation Act. Students with documented disabilities should contact Faith Craig, director of disability resources, at craigfa@westminster.edu or 724-946-7192 for further information.

WHAT WE EXPECT FROM STUDENTS

Attend all classes: Absences for whatever reasons create detrimental gaps in the learning process.

Complete all assignments on time: Deviations from this requirements results in serious problems for all concerned.

Written, oral and computer assignments: These are to be made in a manner consistent with commonly accepted graduate school standards.

Participate in classroom discussions: An exchange of views on any topic stimulates intellectual growth and develops confidence and poise.

Exhibit professional behavior: Maturity develops through practice, and civility or politeness is a great asset in one's profession.

Behave ethically at all times: Each profession has a code of ethics. Principles of conduct must be implemented and ethical codes followed for each respective profession.

Answer test questions in proper form: Different subjects have varied requirements. These must be followed as directed.

Perform to anticipated graduate school levels.

Know current issues in the education profession: Awareness of relevant topics is possible through a variety of educational journals as well as through the internet.

Check their Westminster email: On My.Westminster at least once a week. Due to FERPA guidelines, academic communication can only occur via campus email.

COURSE-FACULTY EVALUATIONS

The purpose of course evaluation at Westminster College is to provide constructive feedback from students aimed at improving instruction. Student evaluation of instruction is a mandatory component of all Graduate School faculty. For adjunct faculty, course evaluations aid in decisions about future part-time contracts. In addition, course observations may be scheduled by the assistant director or director of the Graduate School as a part of the evaluation process.

BREAKS DURING CLASS MEETINGS

Due to the length and intensity of our face-to-face course meetings over eight weeks, it is suggested that students be given only one break mid-way through each class meeting. Currently, all sessions are eight weeks in length.

CLASS/COURSE FORMAT

Westminster offers online courses and face-to-face courses.

- The face-to-face courses are a blended-hybrid format as follows:
- Face-to-face class meetings of three hours each x eight sessions = 24 clock hours
- Eight online supplemental assignments, one each week @ two hours = 16 clock hours.
- Total clock hours per course = 40 (excluding out-of-class research).
*Please adhere to this “clock-hours” format for accreditation purposes.

Online courses adhere to the following format:

- a sense of service to others
- Online courses are eight weeks in length and consist of course “shell” that has been developed to provide online faculty with a basis for the course.
- Online courses must be updated by faculty, which includes adding restriction dates for each week in the course (i.e. releasing materials week by week), grade book, as well as adding an updated syllabus to the course.

COMPENSATION

Contracts should be signed and returned promptly to the Graduate School office. Be sure to note that all payroll paperwork provided in the payroll packet given at the time of hire must be completed prior to the start of your course. Current compensation as of this printing:

	Bachelor	Master	Doctorate
7 or More Students	\$2,700	\$3,100	\$3,500
6 Students	\$2,500	\$2,850	\$3,250
5 Students	\$2,300	\$2,600	\$3,000
4 Students	\$2,100	\$2,350	\$2,750
3 Students	\$1,350	\$1,600	\$2,000
2 Students	\$675	\$800	\$1,000
1 Student	\$350	\$400	\$500

Please note our budget does not allow compensation for classes canceled due to low enrollment. We apologize any inconvenience this may cause.

PAY DATES

Semester	Pay Date
Fall Session 1	September 20 & October 20 Pay is divided equally for each pay period.
Fall Session 2	November 20 & December 20 Pay is divided equally for each pay period.
Spring Session 1	February 20 & March 20 Pay is divided equally for each pay period.
Spring Session 2	April 20 - Total pay for Spring Session 2
Summer Session 1	June 20 - Total pay for Summer Session 1
Summer Session 2	July 20 - Total pay for Summer Session 2

Questions on pay schedule should be addressed to Suzy Carter-Barner at 724-946-7142.

LEARNING CHARACTERISTICS OF ADULT GRADUATE STUDENTS

Educators have made serious inroads related to pedagogy and adult education. Although there is no “typical” adult learner, most authorities agree that some generalizations can be formulated on adult learning. To be brief, some of these more pertinent generalizations are:

- Desire a pragmatic approach
- Perceives educator as a partner in pursuit of knowledge
- Resents use of child-oriented procedures
- Is strongly goal oriented
- Likes to participate in the learning process
- Wants more time for learning
- Desire to learn material that will be of value now
- Has greater urgency of time for the present
- Welcomes many examples
- Wants to break down learning activities into subsets and allow for opportunities to demonstrate success, before moving on to more complex material
- Learns best when activities are organized around immediate life problems rather than logical subject development
- Prefers a problem-centered approach over a subject-centered approach
- Appreciates specific statements
- Wants measurable outcomes from education
- Desires more opportunities for success and reward
- Wants reading materials that are to the point and pertinent to adult concerns
- Desires reinforcement at each step
- Is particularly sensitive about miscues and false directions
- Likes to practice new skills without threat
- Underestimates learning abilities by overemphasizing early school experiences while underemphasizing recent informal learning experiences

- Is highly motivated and committed, but has high anxiety levels
- Has attitudes that are more established and developed

MAKE-UP TESTS

Arrangements for students to make up missed tests are to be made between the instructor and the student.

INCOMPLETE GRADE FOR THE COURSE

An incomplete grade may be submitted by the faculty member as a course grade at the time the instructor enters all students' grades for the course. If a course has not been completed due to illness or some other extenuating reason, an incomplete grade ("I") may be assigned. To have the "I" removed, the student must satisfy all course requirements by the deadline established by the faculty member or no later than the end of the following semester. Any course not completed by this time will result in the incomplete being converted to an "F."

For a faculty member to change an incomplete grade to a letter grade, the faculty member must go to Westminster.edu and log into My.Westminster. Click on Academics, click on "Submit a Grade Change" and follow directions on that page.

D2L, MY.WESTMINSTER, LIS SERVICES

Graduate students and faculty currently utilize D2L (Desire 2 Learn) as the learning management system (LMS) for all courses, regardless of format. This includes online and hybrid formats. The D2L platform allows instructors to house documents and media, moderate discussions, manage assignments, maintain grades, and provide a platform for course management. Once logged in to D2L, you can access the "D2L Instructor Training" course that provides a detailed overview of how to work within the D2L LMS.

In addition, students are able to utilize the My.Westminster portal to access schedules, degree audits, and other useful information. As a faculty member, you will utilize My.Westminster to enter final grades, post your syllabus for the semester, and access your paystubs. Final grades due dates are provided on the semester schedule, which can be found on the Graduate School website. Failure to report grades in a timely manner could result in an inability to seek further course contracts.

In regard to research database access, our LIS department offers both on site and digital library resources that students can utilize to gain access to digital textbooks, computer labs and other facilities, research articles and journals, as well as an assortment of other resources.

LIS HELP DESK

Generally, issues related to technology such as My.Westminster, D2L, Westminster email, and other hardware/software related to instruction will be directed to the LIS Help Desk. The LIS Help Desk can be reached at 724-946-6000 or LISHelp@Westminster.edu. Equipment for graduate courses may be available upon request. All such requests should be directed first to the program coordinator and then requested through the LIS Help Desk.

SNOW DAY POLICY/CLASS CANCELLATIONS****

If severe weather should necessitate the canceling or postponement of classes:

1. The decision will be made by 3 p.m. by the Graduate School office on the day of cancellation.
2. Faculty will be notified by email by the Graduate School office by 3 p.m. on the day of cancellation.
3. Students will be notified by email by the Graduate School office by 3 p.m. on the day of cancellation.
4. No radio stations will carry our message. The only place you will see our cancellation is on your Westminster email.
5. If a faculty member decides to cancel a class meeting due to illness or weather, the faculty member will notify the Graduate School office by 3 p.m. on the day of cancellation. The faculty member in such instances will notify the students in said class by email by 3 p.m. on the day of cancellation.

COLLEGE **BOOKSTORE**

The Westminster College Bookstore is located on the ground floor of the McKelvey Campus Center. Purchases made to the Graduate School account must be approved using a Prior Authorization Form. These can be supplied to you by requesting them from the Graduate School office. Purchases, other than by Graduate School office staff, are not permitted without completing a Prior Authorization Form.

CONTRACTS

All adjunct faculty will be issued a contract prior to the start of the semester by the office of the vice president for academic affairs. This usually occurs about 30 days prior to the start of the course. Contracts must be signed and returned immediately to the Graduate School office.

CHECKLIST - THE FIRST CLASS MEETING

1. Introduce yourself and provide your name and email address to students. Be sure to remind students that academic communication can occur using Westminster email only. Share information about your background and qualifications.
2. Provide the course name and number to students. (On the first night of class or even in an online section, it is not uncommon to find students ending up in the wrong classroom or listed in the wrong course.)
3. Take attendance with the class roster, and contact the Graduate School office with any discrepancies. Indicate those present and write "no show" beside the names of absent students.
4. **IMPORTANT!** Make an effort to get to know your students and have them introduce themselves to the class. Spend some time learning their names and acquiring information about their backgrounds and experience.
5. Introduce the text and the course. Be sure to say something **POSITIVE** about it. (If you want your students to read it, promote it a bit.)
6. Distribute and discuss in detail your syllabus.
7. There isn't much time in a session, so don't dismiss your class too early. Rather, hold a discussion on some of the introductory course content and begin your presentation of the first course topic. The first night is a

working night!

SELECTION OF **ADJUNCT FACULTY**

Westminster College is an equal opportunity employer and does not discriminate in its employment practices on the basis of age, handicap, race, creed, disability, gender, marital status, nationality or ethnic origin. Full time Westminster College faculty, when qualified, are given preference over adjunct faculty in the selection of graduate faculty. The selection of graduate faculty is made by a three member search committee consisting of the director of the Graduate School, assistant director, and department coordinator of the academic discipline in which the faculty vacancy is located. Candidates for faculty positions in the Graduate School must submit the following to the director of the Graduate School:

- Cover letter indicating position sought
- Transcripts of college/university course work
- Resume or CV that includes employment history
- List of three references
- The selection criteria considered by the search committee in looking at candidates is as follows:
- Earned doctorate in the academic discipline in which the faculty vacancy is found
- Employment experience in the academic discipline in which the faculty vacancy is found
- References from persons in the academic discipline in which the faculty vacancy is found
- Notable achievements/accomplishments in the academic discipline in which the faculty vacancy is found
- State Department of Education certification/licensure in the academic discipline in which the faculty vacancy is found.

Upon selection by the search committee, the director of the Graduate School will forward information (resume, transcripts, etc.) to the vice president of academic affairs and human resources director for final approval.

If approved, the human resources director will notify the selectee to submit the following background clearances as required by PA Act 153:

- SP Criminal Background Check (Act 34)
- Child Abuse History Clearance (Act 151) and
- FBI Criminal History – Fingerprinting (Act 114)

CLASS ROSTER

Faculty may access their class rosters online by going to <https://learn.westminster.edu>. After selecting your course from the drop down menu, select “Classlist” to view your roster. You can also email individual student or send emails to the entire class. Be sure to report any discrepancies and/or attendance issues to the Graduate School immediately following your first class meeting or the end of the first full week for online courses.

THREE-PART ORIENTATION OF NEW ADJUNCT FACULTY

When new adjunct faculty are hired in the Graduate School, they will be asked to participate in a three-part orientation. New adjunct faculty are required to complete all three parts of the orientation prior to the first day of the semester. Failure to complete the orientation process may result in non-issuance of future contracts or consideration for additional opportunities.

- Part 1: The director of the Graduate School and Graduate School staff will supply you with a welcome packet that includes an *Adjunct Faculty Handbook*. New adjuncts are asked to familiarize themselves with the contents of the handbook as soon as it arrives and complete all required paperwork. The packet will include instructions on how to access your Westminster College email account, where to send your paperwork and clearances, as well as other important information. Part 1 must be completed before moving to Part 2.
- Part 2: Westminster’s learn management system is D2L or Desire 2 Learn. New adjuncts will need to access and fully review the “D2L Instructors Training” course available within D2L. Part 1 must be completed before moving Part 3.

Part 3: Following familiarization with the *Adjunct Faculty Handbook* and D2L training, a new adjunct is asked to contact the Graduate School to arrange for a question-and-answer orientation meeting with the director and/or assistant director.

CONCERNS/COMPLAINTS

The Westminster College Graduate School believes concerns and/or complaints should be addressed and resolved at the lowest possible level and that there should be a clearly defined procedure for said purpose. This procedure is published in the *Graduate Catalog* given to all incoming graduate students and published in the *Adjunct Faculty Handbook* given to all incoming adjunct faculty.

1. Discuss the matter with the faculty member teaching the course.
2. Discuss the matter with the program coordinator/department coordinator of the program in which the course is located.
3. If the matter is still not resolved, seek redress with the assistant director and/or director of the Graduate School.
4. If the matter is still unresolved, seek redress with the College's chief academic officer, the vice president of academic affairs.

CONTACT US TODAY!

WESTMINSTER COLLEGE

319 S. Market Street
New Wilmington, PA 16172

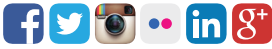
STAY CONNECTED

CALL: 724-946-7353

VISIT: westminster.edu/graduate

EMAIL: weichmkl@westminster.edu

JOIN THE CONVERSATION



Serving Ohio and Pennsylvania students at
our main campus in New Wilmington, PA.

Online at:

SATELLITE LOCATIONS

Hermitage

Erie

Franklin

Pittsburgh

Freedom

Cannonsburg

