

Morthland College



Educational Programs Manual Faculty Handbook 2017– 2018 Academic Year

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I. FACULTY QUALIFICATIONS AND APPOINTMENTS.....	4
QUALIFICATIONS.....	4
FACULTY SEARCH.....	4
II. FACULTY ORGANIZATION.....	9
FACULTY ORGANIZATION.....	9
MEETINGS.....	9
RESPONSIBILITIES.....	10
III. FACULTY RIGHTS AND RESPONSIBILITIES.....	11
EMPLOYEE EQUAL OPPORTUNITY & NONDISCRIMINATION POLICY.....	11
EMPLOYEE GRIEVANCES.....	11
ACADEMIC FREEDOM.....	15
CURRICULUM.....	15
DEPARTMENTS.....	15
DEFINITION OF FULL TIME FACULTY.....	16
PART-TIME, ADJUNCT –RIGHTS, SUPERVISION, RESPONSIBILITIES, AND SCOPE.....	16
IV. PROMOTION AND EVALUATION GUIDELINES.....	18
ACADEMIC RANK.....	18
FACULTY COMPETENCIES.....	18
FACULTY JOB DESCRIPTIONS AND EVALUATIONS.....	19
FACULTY MEETINGS, DEVELOPMENT, & PORTFOLIOS.....	19
FACULTY PROMOTION.....	20
APPOINTMENTS, TERM, CONTINUING & TERMINATION.....	21
TRANSFER OF FACULTY RANK.....	21
V. INSTRUCTION AT MORTHLAND COLLEGE.....	22
COMMITMENT TO QUALITY.....	22
TEACHING STANDARDS.....	22
FACULTY TEACHING AND OFFICE HOUR SCHEDULES.....	22
STUDENT ATTENDANCE RECORDS.....	23
STUDENT EXAMINATIONS AND ASSESSMENT RECORDS.....	23
SENIOR THESIS AND ARCHIVING.....	23
STUDENT ATTENDANCE REQUIREMENTS.....	23
INSTITUTIONAL GRADING SYSTEM.....	25
VI. CURRICULUM, TEXTBOOKS AND COURSE APPROVAL.....	25

VII. SYLLABUS.....	25
VIII. ADVISING.....	26
IX. SENIOR THESIS AND GRADUATION.....	26
X. ONLINE INSTRUCTION.....	27
XI. COPYRIGHT GUIDELINES.....	27
XII. HUMAN RESOURCES.....	29
DRESS CODE.....	29
ABSENCES.....	30
OFFICES.....	31
EQUIPMENT.....	31
FACULTY MAIL AND MAILBOXES.....	31
BENEFITS.....	32

I. FACULTY QUALIFICATIONS AND APPOINTMENTS

QUALIFICATIONS

The faculty shall consist of competent, mature persons of Christian character who have professional skills in teaching. Every teacher shall have an intelligent appreciation of the distinctive goals and processes of the Institution and its mission to provide a first rate educational experience with a Christian foundation. He/She shall have a Biblical philosophy of education in which knowledge from his/her special field is integrated within the context of the Christian faith. When opposing views emerge on certain subjects, the faculty member shall present different perspectives so that the student might become a critical thinker rather than a subscriber to certain orthodoxy.

All faculty members teaching at the undergraduate level shall hold at least a master's degree. For graduate level teaching, the faculty member must hold a terminal degree (doctorate level) in the field of instruction. Degrees held by faculty members must have been earned from an institution recognized by the USDE or CHEA.

If vocational training is provided, instructors with the appropriate expertise, knowledge and skills are permitted. Vocational classes shall include courses such as welding, automotive repair, mining, etc.

FACULTY SEARCH

Faculty members shall be appointed by the authority of the Board of Trustees with the recommendation (or appointment) of the President working in cooperation with the Vice-President, Provost, Dean of Academic Affairs and Department of Human Resources.¹

Position Description

A position description will be constructed by the Department Head or Chair, forwarded to the Vice-President, Provost, and/or Dean of Academic Affairs for review, revision,

¹TRACS 10.13

and approval. The position description will then be forwarded to the President for review.

The elements of the position description include: a brief description of duties, education requirements, overall experience, and teaching experience.

Search Committee

At the discretion of the President, the Vice President, Provost and Dean of Academic Affairs or the Administrative Council will appoint a search committee. The search committee shall be composed of two members from the home department and two members from without.

Advertising

The Administrative office may advertise for the position in a local and regional newspaper. Professional journals may also be used for publication notices, though are not required.

Oversight

The Vice President, Provost and Dean of Academic Affairs in coordination with the Department Chair shall have oversight over the recruiting and interviewing process.

Process

The search shall begin with submission of the position description, members of the search committee, plan for advertising, statement of who is overseeing the process, timeline for the appointment, and copy of the hiring procedures for the position. The submission shall be received by the Department of Human Resources, and they shall proceed with the advertisement, collection of supporting information such as contact information and CV of the candidate.

Deadlines

Only those candidates who submit the materials by the stated timelines shall be considered in the applicant pool for that position. In general, six weeks after an advertisement, the receipt of applications should be closed.

Extension of Deadline

In the event there is an inadequate pool of candidates, the representative in the Department of Human Resources may confer with the committee, Vice President, Provost, Dean of Academic Affairs, and Department Chair and pursue alternative routes of advertising.

Applications

The Department of Human Resources receives applications only when positions are advertised. An application must be received by the deadline in the posting for the position (not postmarked). An application is considered complete when all elements requested are included: resume, transcripts, references, Morthland's equal opportunity statement, Mission and Vision Response Form and contact information including email for correspondence. Unofficial transcripts may be included with the application; however, official transcripts must be sent from the institution prior to the start date for employment.

Screening of Applications

Applications received by the Department of Human resources will be screened for basic qualifications. Thank you letters or emails of receipt will be sent to each candidate.

Upon initial review if an application does not meet qualifications, a simple thank you note for applying will be sent. Email is an acceptable correspondence.

The pool of candidates, who meet the initial qualifications, as determined by the Department of Human resources, will be sent to the chair of the search committee. Prior to the meeting, the search committee will create a written rubric for screening applicants based on the job description and posting for the positions. The pool of applications will then be reduced further upon application of the rubric and review. The remaining candidate applications will then be reviewed by the search committee. The candidates who meet the qualifications and who score high on the rubric are then sorted by rank. A list of not more than 10 candidates is sent to the Vice-President, Provost and Dean of Academic Affairs for further review and weaning of the list.

The list of applicants is then forwarded to the Department of Human Resources. The Department of Human Resources then sends a correspondence to the pool of candidates to this effect:

Dear Name,

Representatives of Morthland College wish to thank you for your interest in a teaching position with our institution. Your application has cleared an initial screening process. As part of our hiring process and in keeping with our faith-based mission we ask that you review this Letter of Commitment and if you feel you can adhere to these founding principles, then please sign, date, and return the form to us (fax, mail, or email of a scan is fine).

Sincerely,

Department of Human Resources

A minimum of three, if possible, and maximum of ten applications will be interviewed. Exceptions to this rule may be permitted by the Vice-President, or Provost, particularly when there is a high demand to fill the position, and there are too few applications. In any case, the candidate who is hired must meet the qualifications of the position description.

At the end of this process, the Application File for each candidate must include:

- 1) Rubric for position with summary of ranking
- 2) Position description
- 3) CV or Resume
- 4) 3 References
- 5) Transcripts

The Board of Trustees and/or the President of the college reserve the right to submit qualified candidates to be interviewed.

In the event there is a question on due process or on non-discrimination policies, the question should be directed to the Department of Human Resources.

Interview and Ranking

The Department Chairperson should then submit the applicant files along with a list of candidates he or she would like to interview.

The interviews are scheduled by the Department of Human Resources.

After the interviews have been conducted, the interview committee then applies a predetermined rubric for ranking scaled on a number from 0 to 10 in the areas of mission alignment, collegiality, and instruction. These areas are scored individually and averaged in the final review. The chair of the committee will then submit the rankings to the Chair of the Department.

Recommendation for Hire

The Department Chairperson will recommend the hiring of three ranked applicants to the Vice President, Provost, Dean of Academic Affairs and the President. Each ranked applicant will have a supporting narrative of why they meet qualifications, the

summary of the applicant's qualifications, summary of reference checks, summary of childhood predator or sex offender query, summary of the interview process, and application file. The recommendation for hire must be submitted as a written memorandum to the Provost, Vice President and President. The President in consultation with the Vice President, Provost, Dean of Academic Affairs, the Department Chair, and the Chair of the search committee will arrive at a decision of hiring.

At any time the President may recommend that the search be extended and broadened to find a more qualified candidate.

The Offer of Employment

With the permission of the Vice President or Provost, the Dean of Academic Affairs or Department Chair will notify the applicant that he or she is being recommended by the President for approval by the Board of Trustees. The Department of Human Resources in cooperation with Academic Affairs will propose a salary as part of the documentation submitted to the President.

If the candidate does not accept the offer, then the President may submit a second recommendation to the Board of Trustees for approval from among the three ranked candidates.

Employment

The Department Chair in cooperation with the Department of Human Resources ensures that all documentation is filed before commencing employment and services. Documentation must include:

- 1) A completed application file with official transcripts, interview documentation, memo to the President for hire, signed appointment by the Board of Trustees.
- 2) Completed background check.
- 3) Declaration of a term versus continuing appointment.

Approval for starting work must come from the Department of Human Resources in coordination with the Provost. A written memorandum must be composed with a designated start date.

In the setting of temporary employment, the said process above may be expedited at the direction of the President – with a designated term of temporary employment with rationale expressed by the President. The temporary appointment must be ratified by the Board of Trustees at the next Board meeting.

Upon receiving approval for an appointment by the Board of Trustees, the President or an appointed designee shall make the formal offer of employment to the successful candidate.

Notification of Rejection for Employment

Upon successfully hiring a candidate, the applicants who applied shall be sent a thank you letter explaining that the position has been filled.

Exemption to Administrative Process

The Board of Trustees reserves the right to reject or hire faculty listed or not listed in the list provided by the administrative and interview procedure of the institution.

Full Time vs. Adjunct Faculty Appointments

Adjunct faculty appointments shall follow the same requirements as for full-time faculty. Adjunct faculty appointments are paid according to the compensation package for the current academic year².

II. FACULTY ORGANIZATION

FACULTY ORGANIZATION

The Dean of Academic Affairs leads the Department of Academic Affairs. All full time faculty are part of the academic council. All teaching faculty may join the academic council meetings when actively teaching for the semester, whether full time or part time. The President, Provost, Academic Deans, and Vice-Presidents as designated by the President shall enjoy faculty status. In the absence of the Dean of Academic Affairs, the Provost shall preside over the academic council meetings³.

MEETINGS

The Dean of Academic Affairs shall preside at all faculty meetings. In the absence of the Dean, the Provost or his designee shall preside over the faculty meeting. The

² TRACS 10.19

³ TRACS 9.10b, 15.8

President of the Institution, Executive Vice-President, Provost, or Dean of Academic Affairs may call special meetings of faculty. Regular meetings shall be held monthly, quarterly, or as needed, and shall be conducted according to Robert's Rules of Order.

RESPONSIBILITIES

1. All faculty members shall be responsible to the President through the Dean of Academic Affairs.
2. All faculty members shall demonstrate exemplary Christian lives and give evidence of competent Christian scholarship by keeping abreast of contemporary developments in the academic world at large and in their particular teaching fields.
3. All faculty members shall act with diligence as a Christian teacher with respect to both subject content and teaching methods and also be faithful in discharging such other duties as may be assigned to them.
4. All faculty members shall comply with Morthland guidelines in areas of deportment, such as dress (business casual for the classroom) and cautions concerning proper language, etc.
5. All faculty members shall serve on the Accreditation (self-study) committee, Curriculum Committee, and Assessment Committee whether they are currently teaching a course or not.
6. All faculty members shall serve on at least one additional standing or special committee as assigned by the President through the Dean of Academic Affairs.
7. All faculty members shall provide an assessment plan for their academic area. In addition to the plan, assessment data, results, and the use of results will be submitted according to the Morthland College Assessment Documentation policies.
8. Advise students at the direction and discretion of the department of student affairs.⁴

⁴ TRACS 9.10a, 9.10c, 10.14

III. FACULTY RIGHTS

EMPLOYEE EQUAL OPPORTUNITY & NONDISCRIMINATION POLICY

Morthland College is an affirmative action/equal opportunity employer and employs persons of any sex, race, color, national and ethnic origin and age with all rights, privileges, programs, and activities generally accorded to employees. In conformance with state and federal regulations, Morthland College does not discriminate on the basis of sex, race, color, disability, national and ethnic origin, or age in the administration of its policies, but does require adherence to the Mission, Vision, and Articles of Faith.⁵

EMPLOYEE GRIEVANCES⁶

Definition and Scope

In general when problems arise within a certain work group or department, the college expects that the problem will be first addressed locally through communication leading to resolution. The concern should be brought to the immediate supervisor and a solution should be sought after.

In certain scenarios a local remedy may not be discoverable and another process is needed for the employee to seek a perceived redress. The foundation for a grievance is a complaint of an employee who believes that the college's policies and procedures have been violated.

A basic grievance does not involve claims of possible discrimination on the basis of race, color, sex (including sexual harassment), age, handicap, national origin, or veteran status. Employees wishing to pursue claims in these areas should proceed through the steps described below, however, claims in these category require mandatory reporting to the Department of Human Resources for additional oversight of due process. Upon completion of due process, employees engaging in such discriminatory practices will be terminated from Morthland College.

Problems of salary grade, pay, disputes over performance evaluations and competence should be brought to the direct supervisor or discussed with the Department of Human

⁵ TRACS 9.10a

⁶ TRACS 9.10j; 10.17

Resources in coordination with the direct supervisor. Complaints of this nature do not fall under the umbrella of grievances. The Department of Human Resources determines whether a dispute is within the scope of a grievance or not.

Procedure, Description, and Time Limits

Step I – Informal: A grievance must be filed (brought up verbally to a supervisor or human resource officer) within 14 days of the event(s) that lead to a grievance. The employee must declare they are presenting to engage step I of the grievance process. The first step in the grievance process is an informal discussion between the employee and the supervisor or human resource officer (either approach is acceptable). The employee should promptly bring the complaint forward, discuss the nature of the problem, and present the relief being sought. The supervisor should respond within 3 days. If a verbal response is provided, then the supervisor or human resource officer should provide a written record of the oral response.

If the informal procedure fails to remedy the grievance, the employee may proceed to step II of the grievance process.

Step II – Formal: A grievance in writing must be filed in the Department of Human Resources by the employee within 14 days after the supervisor's written response from Step I. The written statement should outline the relevant facts that form the foundation of the employees grievance, should state how college policy had been allegedly violated, and state the resolution being sought. The statement should also include the supervisor who was involved in Step I along with a copy of his/hers written response.

Upon receipt of the employees written grievance in Step II, the Department of Human Resources or a designee will

- 1) Review the case. If the review of the case provides discovery of improper procedure in Step I, then the employee will be redirected to Step I – Informal. If, however, the Department of Human Resources or designee discovers that there is an unlikely remedy from returning to Step I, then Step II will continue).
- 2) Call a meeting with the employee, the department head or department chair or division Vice-President (depending on the rank of the employee), and the employee's supervisor. The meeting should be held within 14 calendar days of receipt of Step II – Formal letter receipt. If desired, a college employee may accompany him or her in the Step II meeting. Legal counsel is not permitted at the meeting as the proceeding is not a legal procedure. Note taking in the meeting is permitted, however, audio recording is prohibited.

- 3) Chair the meeting in 2) and permit each side to present their case, render a written decision following the hearing, and provide both parties a copy of the written decision.

Step III – Appeal: The grievance must be filed at Step III within 14 days of the written response by the Department of Human Resources or designee addressing Step II – Formal Grievance. Step III represents an appeal process with a written request of appeal to the Department of Human Resources or designee – requesting a hearing before an appeal committee. The committee shall include three members and shall be chosen as follows:

- 1) The department head and the employee shall choose three people (in order of preference) from the appeal panel. An appeal panel is defined by a list of Morthland College employees who have been chosen by the President from which appeal committees are formed. The Department of Human Resources shall identify one of the three listed for the employee and department head based on rank and availability.
- 2) The two committee members shall then select a third person from the appeal panel to make up the three person committee. If the two selected committee members cannot agree on the third person, then they shall rank each member on the panel from highest to lowest. The ranking scores for remaining members of the panel are then added and sorted from highest rank (lowest sum) to lowest rank (highest sum). The highest ranked individual then becomes the third member and chairperson on the appeal committee if available. If unavailable, then the next ranked person is named to the committee, and so on if unavailable.
- 3) If any of the three members on the appeal committee is believed partial by the President or feels partial based on a relationship, the person shall be removed from the appeal committee.

The primary function of the appeal committee will be to determine if the college followed its policy after the event(s) that lead to the grievance.

The hearings will be conducted in the following fashion:

1. Prior to the hearings, the Department of Human Resources or designee will meet with the individual parties, determine what documentation needs to be presented to the appeal committee before the hearing, and then forwards the materials to the them for review and study of the case.
2. Prior to the meeting, the Department of Human Resources or his/her designee shall also determine the unresolved issue(s) to be brought before the

committee. This information shall be provided in writing and also submitted to the appeal committee before the hearings.

3. A meeting place and time will be established within 14 days after the filing of Stage III of the grievance by the employee.
4. The hearing shall be conducted by the chairperson in a manner that leads to presentation of the case by the employee and then by the department director.
5. Witnesses directly familiar with the alleged incident(s) may be brought forward for verbal testimony. Written absentee testimony is not permitted.
6. The hearings will be closed to the public.
7. Both parties may have a college employee with them to provide support during the hearings. The supporting college employees may not provide comments or adversarial modes of behavior.
8. The presence of legal counsel at the appeal hearing is not permitted.
9. The chairperson will decide if the proceedings should be recorded by audio or not. The recordings may never be used outside of the committee.
10. After the hearing, the committee will compose a recommendation based on the facts presented. The written recommendation of the committee shall be reported to the President or the President's designee within 14 days after the conclusion of the hearing.
11. The written recommendation will then be presented to the President of the College or designee who will then provide a final decision on the matter. This decision is final and not subject to review or appeal. Copies of the President's or designee's decision will be provided to the employee, department head, and Department of Human Resources within 7 days of receiving the appeals committee recommendation.
12. The college shall not be responsible for any expenses incurred by the individual during the hearing proceedings.

At any point in the grievance process, the representative of the college with jurisdiction may form a remedy that is commensurate with their level of authority. If the college determines that as a result of a failure to follow policy the grieved employee suffered financial loss, then the college may provide compensation to the grieved employee if he/she signs a release that concludes the matter. The release will be composed and recorded by the Department of Human Resources or designee.

There are no forms that govern the nature of written communication in this process. In general, written communications in Steps 1-III involve a memorandum.

In the event that discrimination is discovered in the categories of race, color, sex (including sexual harassment or sexual orientation), age, handicap, national origin, or veteran status – the employee committing the act is subject to immediate termination from Morthland College.

ACADEMIC FREEDOM

Morthland College is committed to an environment of academic freedom and inquiry. However, we have also a commitment to our founding principles rooted in Christ, Tradition, Heritage, and Wisdom. Our Vision, Mission, Purpose, Articles of Faith and Letter of Commitment all voice in unity that Morthland will employ a community of scholars committed to our founding principles. Students who enroll at Morthland College in many cases expect faith-based instruction and encouragement. This is our social compact with our students, their parents, and all stakeholders. And yet our faculty members are encouraged to provide diverse views on subjects; however, they are also expected to provide a Biblical viewpoint in modes of instruction and dialogue appropriate to the subject. The faculty along with other institutional employees signs a social compact with the Board of Trustees in the Letter of Commitment that attests to their personal conviction to the founding principles of Morthland College. In the event that significant deviation in instructional mode, attitude, or other, arises, then it is the duty of the faculty member to discuss the matter with the Department Chairperson and if indicated with the Dean of Academic Affairs – or – vice versa. Matters of serious infraction to the founding principles of Morthland College should be presented to the President who then shall report to the Board of Trustees for council. At the discretion of Administration, the faculty member may be dismissed from the college⁷.

CURRICULUM

The curriculum will be developed by a Curriculum Review Committee comprised of faculty as appointed by the President. They will develop curricula that align with the mission of the college and comply with state and federal regulations. The curricula will be submitted to the entire faculty for input. The refined curricula will be presented to the President for review. The President may rescind the curricula change or may forward it to the Board for review and approval.

⁷ TRACS 10.15; 15.11

DEPARTMENTS

All departments offering an approved program of study by the Illinois Board of Education shall be chaired by a faculty member holding a doctoral or terminal degree in their field that was awarded by an accredited Institution recognized by the USDE or CHEA. Departments may be recommended by the VP or Dean of Academic Affairs and approved by the President of the College.

DEFINITION OF FULL TIME FACULTY

A full time faculty position, for purposes of classification and accreditation, is defined as the following:

1. Four classes or twelve credit hours (which ever is less) per semester for persons who have limited or no administrative or guild responsibilities.
2. Three classes or nine credit hours (whichever is less) per semester for persons who have moderate administrative or guild responsibilities.
3. Two classes or six credit hours (whichever is less) per semester for persons who have significant administrative or guild responsibilities.
4. Department Chairs are, by definition, classified as full time throughout the year of contract regardless of teaching load.
5. Administrators are, by definition, classified as full time throughout the year of contract, if they are teaching a minimum of one class per semester.⁸

PART-TIME, ADJUNCT –RIGHTS, SUPERVISION, RESPONSIBILITIES, AND SCOPE

The institution's policy for part-time faculty includes their responsibilities, supervision, and rights as professionals.

Part-time faculty are responsible for the course they are contracted for that semester. They report to their division chair as per their course assignment and ultimately to the Dean of Academic Affairs. During the term of their contract, they are afforded the same professional rights as full-time faculty relative to academic freedom, grievance process. For every course they are contracted to teach, it is within the jurisdiction of the college to request the same number of committees to sit on. A part-time faculty member may not teach during a semester from time to time, however, they still hold their adjunct

⁸ TRACS 9.10p; 10.14

status unless their status is eliminated by the Dean of Academic Affairs in coordination with the Provost and Executive Vice President.

Full-time faculty enjoy all the rights, academic freedom, and due processes of grievance as described herein.

IV. PROMOTION AND EVALUATION GUIDELINES

The Vice-President, Provost and Dean of Academic Affairs in conjunction with the President shall establish standards for promotion and of full-time faculty. The guidelines for promotion must be approved by the Board of Trustees. The faculty shall be evaluated relative to the Core Values, Standards of Performance, and Competencies (Job Specific and Department Goals).

ACADEMIC RANK

Full-time: Assistant Professor, Associate Professor, Professor

Rank designations above adjunct level require full-time employment. The appointment of Assistant Professor will be full-time and be a term appointment, renewable each year based on performance. Term appointments may be discontinued at the end of the term without reason. Rank designations above assistant professor require that the faculty member be on a continuing appointment. Assignment of academic rank is based on four categories of qualifications listed below. These categories are considered the Faculty *Competencies* of a faculty member and essentially represent their Job Specific Duties.

Part-time: Adjunct Faculty – a part time instructor

FACULTY COMPETENCIES

Education ~ shall be designated and defined by degrees completed and semester hours of graduate work between degrees completed. All graduate work must be completed at an accredited college, seminary or university. (TRACS 15.4)

Teaching ~ identified by the number of years of teaching experience and the quality indices from student evaluations.

Service ~ membership and active participation on approved institutional committees or councils, membership and activity in professional academic organizations and community service recognized by the institution.

Scholarship ~ including fundamental discovery, new knowledge, new insights and translational (applying fundamental knowledge to practical application). Expressions

of scholarship through grant awards, conference presentations, and peer reviewed journal publications, books, articles, etc.

FACULTY JOB DESCRIPTIONS AND EVALUATIONS

Faculty Job Descriptions are provided each year with contract negotiations and are available through Human Resources⁹.

Annually in the spring formal faculty evaluations will be conducted by the Department Chairperson and coordinated by the Dean of Academic Affairs. Faculty evaluations shall be formal relative to Core Values, Standards of Performance, and Competencies (Education, Teaching, Service, and Scholarship). All documentation of faculty education, teaching, service, scholarship, and evaluations shall be maintained in a Faculty Portfolio to be maintained by the faculty, staff, and ultimately administered.

The outcome of the annual evaluation shall be a review and written narrative of the effectiveness of the faculty member relative to the institution's Vision, Mission, Core Values, Standards of Performance, and Competencies of faculty (Education, Teaching, Service, and Scholarship) – written by the department chair. When complete, the evaluations shall be forwarded to the Dean of Academic Affairs for review and for decisions on retention, promotion, or dismissal. This faculty evaluation shall then be a matter of permanent record in the portfolio, sent to the individual faculty member, and also sent to the Department of Human Resources for central filing.

A second outcome of the annual evaluation shall include a faculty development plan developed by the faculty member in coordination with the department chairperson – pursuant to life-long learning and quality improvement in the faculty competencies¹⁰.

FACULTY MEETINGS, DEVELOPMENT, & PORTFOLIOS

Each faculty will have an individualized portfolio that characterizes the faculty-member's accomplishments and this file shall be maintained in cooperation with the administrative offices, the faculty member, and the Dean of Academic Affairs. One month prior to the annual evaluation, the faculty member shall meet with an administrative secretary and ensure the elements of the portfolio are in place for the formal evaluation. The faculty portfolio shall be filed within the administrative offices

⁹ TRACS 9.10c

¹⁰ TRACS 9.10g; 15.10; 19.4

and coordinated through the office of the Dean of Academic Affairs and the Department of Human Resources. Faculty meetings shall be used to create a suitable paradigm for faculty development, portfolio maintenance, understanding evaluation, and building on effectiveness in Education, Teaching, Service, and Scholarship.¹¹

FACULTY PROMOTION

After 5 years of full-time employment, the department chair may submit a formal written request for promotion of a faculty member to the Dean of Academic Affairs. If the Dean of Academic Affairs agrees with the recommendation for promotion, the recommendation is forwarded to the Provost and then to the President who may either rescind the recommendation or recommend the promotion to the Board of Trustees.

After five years as an Associate Professor, a similar recommendation may be forwarded to the President for promotion to the rank of Professor. In rare instances when a faculty member has achieved national rank and recognition, a recommendation for promotion from Associate Professor to Professor may be submitted after the ninth year of service (or equivalent).

The process of promotion shall begin in the fall semester after the fifth year of service and shall be a natural outcome from annual faculty review that occurs in the spring time. Planning in that meeting shall be pursuant to fully organizing the faculty portfolio in the spring and summer, planning a fall meeting between the faculty member and the department chair, and the development of the department chair's narrative directed to the Dean of Academic Affairs with a formal recommendation for elevation of rank. The evaluative letter, a case for promotion, shall address the following: contribution to the Mission and Vision of the college, performance of the faculty member relative to the Core Values, Standards of Performance and Competencies including Education, Teaching, Service, and Scholarship. In essence and in all intent, the evaluative letter is a summative evaluation from the annual reviews and the documentation in the faculty portfolio. At any time, the department chair may decline to pursue the recommendation and provide a formal written response to the faculty member with the decision. If this course is taken, the department chair should hold a formal meeting with the Dean of Academic Affairs and the Department of Human Resources regarding the decision to decline the promotional process. The letter recommending promotion or the letter declining promotion shall be placed in the faculty portfolio and also submitted to the faculty member.

¹¹ TRACS 9.10.m; 15.6; 15.8; 15.10

Recommendations for promotion shall be presented to the Board of Trustees solely by the President in the spring of each year. Only when the Board of Trustees has acted on the promotion shall there be written feedback to the faculty member and department chair. In the event that the faculty member is denied promotion, he or she may apply for the promotion in a subsequent year, however, this second attempt at promotion may occur but once. In the event that the promotion is declined, whether at the level of the department chair, the Dean of Academic Affairs, the President, or the Board of Trustees – the Institution reserves the right to terminate employment of that faculty member or retain the faculty member at his or her current rank, the rank of lecturer, adjunct professor, or research professor.¹²

APPOINTMENTS, TERM, CONTINUING & TERMINATION

Appointment to the position of assistant professor will be at a term appointment. A term appointment indicates that at the end of each academic year, the contract may be terminated or renewed at the discretion of the Department Chair or Administration. Cause need not be declared in not renewing a term appointment.

When the faculty member is promoted from assistant professor to associate professor, such appointments shall transition from a term to a continuing appointment. A continuing appointment may be terminated after 3 stages of performance counseling followed by action on a fourth incident. At the fourth incident, grounds for termination have been met and termination may be pursued. In this case, the department chair, Dean of academic affairs, and Department of Human Resources shall forward a recommendation to the President who then shall present the case to the Board of Trustees for a final decision on termination of a continuing faculty member appointment.

The institution does not offer tenured positions; however, it does offer continuing appointments.¹³

TRANSFER OF FACULTY RANK

While our term for adjunct faculty refers to part time versus full time in relation to employment, the term professor in its various forms refer to rank. Faculty members who have attained the rank of assistant professor, associate professor, or full professor, at a previous institution will generally be allowed to continue to use that designation upon acceptance of employment at Morthland College. The Office of the President will clarify any exception to this policy.

¹² TRACS 9.10.1

¹³ TRACS 9.10.1; 10.13

V. INSTRUCTION AT MORTHLAND COLLEGE

COMMITMENT TO QUALITY

At Morthland College we are committed to the highest standards of quality and seek qualified faculty members who can achieve this standard in knowledge, instruction, and within the context of a faith-based, Christian view. The interview process to becoming an instructor at Morthland College is very stringent as we are wholly committed to quality.

TEACHING STANDARDS

The Board of Trustees is committed to the founding documents of the institution including our Vision, Mission, Purpose, and Articles of Faith; and from these are derived our core values and standards of performance. All faculty's teaching shall be measured in quality through student assessment as part of the assessment and scholarship in instruction. Further, the Department Chair and ultimately the Dean of Academic Affairs shall ensure that instruction by a faculty member aligns with the Mission and Vision of the College.

FACULTY TEACHING AND OFFICE HOUR SCHEDULES

The office of the Dean of Academic Affairs publishes instructor office hours and teaching hours. The information is made public to the institution and to students through the college website. Changes to this schedule may be made only through the Department Chair or the Dean of Academic Affairs. The faculty office hours are also listed on the course syllabi – a document also published on the college website. The information is disclosed publically so that the institution and the students will know where to contact the instructor.

Faculty must hold office hours based on the following rubric: For every 1 hour of lecture or laboratory time, the faculty member must provide a ½ hour complement of office hours. Locations and times for office hours will be coordinated by the faculty member with administration and published in their syllabus.¹⁴

¹⁴ TRACS 9.10.e

STUDENT ATTENDANCE RECORDS

Faculty will maintain an attendance list of students for each class section. The attendance list will be kept by the faculty member during the semester and turned in to the office of the Dean of Academic Affairs at the end of the semester. Faculty will also record attendance in the student management system.

STUDENT EXAMINATIONS AND ASSESSMENT RECORDS

All examinations kept as a matter of record by an instructor, for example, a final examination or a final paper – will be kept by the instructor for 8 weeks after the beginning day of instruction of the next semester – whether summer, fall, or spring semesters. In the event the student seeks an appeal process, then the student records will be kept until the appeal process is completed. Following the 8 weeks or the appeal process exhaustion, then the records will be turned in to the Dean of Academic Affairs.

SENIOR THESIS AND ARCHIVING

Four year programs at Morthland College require a senior thesis. Each senior thesis should be turned into the faculty member overseeing the project. A digital copy of the senior thesis should be recorded as a PDF file as: LastFirstMajorYear.pdf. The Dean of Academic Affairs shall keep a central digital archive of each senior thesis.

STUDENT ATTENDANCE REQUIREMENTS

Morthland College expects all students to attend all lectures and be actively engaged in his or her online courses to remain enrolled and be successful in his or her program of study. Students who do not attend or are not actively engaged within the first seven days of each course will be withdrawn from his or her course(s). A student is responsible for notifying his or her instructor in the event the student cannot attend class or having difficulty with submitting an online assignment. Academic engagement includes, but is not limited to, physically attending a class, submitting an assignment, participating in an online discussion that is assigned by the instructor, or completing an exam or quiz. Simply logging into an online class is not sufficient, by itself, to demonstrate academic engagement. The Registrar Office will verify students' activity throughout the course. Students who are chronically absent or inactive for more than seven days but less than 14 are subject to an administrative withdrawal.

Students will not be penalized for excused absences. Examples of excused absences include a death in the immediate family, a college trip or function, jury duty, or serving as witness in court. For an absence to be excused, it must be documented in writing by a third-party source (e.g. a doctor's note, jury summons, etc.). Such documentation must be submitted by the student to the instructor no more than 10 business days after the missed class. Students will be allowed to make up work for excused absences when approved by the instructor.

For unexcused absences, students may miss up to the equivalent of one week without penalty. These absences do not have to be consecutive. Any absences over this limit will result in a reduction of the final course in accordance with the following:

- For a 50 minute class – 2 percentage points for each excess absence
- For an 80 minute class – 3 percentage points for each excess absence
- For an evening class (4.5 hours) – 8 percentage points for each excess absence

For example, a student with a MWF class may miss three (3) times without penalty. After the fourth absence, 3 percentage points will be deducted from the student's final grade. If the student misses a total of eight (8) times, 10 percentage points will be deducted from the final grade.

Students will be charged with a tardy if they arrive after class has started, and three tardies will equal an absence. In a 50 minute class, if students arrive after 10 minutes, they will be counted absent. The same will apply after 15 minutes into an 80 minute class.

Faculty may establish attendance rules for their courses, subject to approval by the department chair or administration. Students should notify both the instructor and the registrar's office when absences are anticipated during the semester.

Students with mitigating circumstances may appeal to the Dean of Academic Affairs for special consideration. Documentation will be required when making such an appeal.¹⁵

INSTITUTIONAL GRADING SYSTEM¹⁶

A = 90%-100%
B = 80%-89%
C = 70%-79%
D = 60%-69%
E = 0%-59%

VI. CURRICULUM, TEXTBOOKS AND COURSE APPROVAL

Suggestions for additional courses to be held at Morthland may be made to any institutional member and forwarded to the Chairperson over the department of interest. Otherwise, inquiries of this type may be directed to the office of the Dean of Academic Affairs. Curriculum Development and Course Development are subject to approval by the Provost, Dean of Academic Affairs with the final approval process of the President of the Institution making a recommendation to the Board of Trustees with approval. Minor course content changes may occur within an individual department; however, approval of these minor changes must be approved by the Department Chair and the Dean of Academic Affairs.

New courses and the textbooks must be reviewed by the curriculum review committee and must follow the standards of the Master Course Outline (see Academic Assessment Manual).¹⁷

VII. SYLLABUS

¹⁵ TRACS 9.10h

¹⁶ TRACS 9.10i

¹⁷ TRACS 9.10.g

The syllabus will be composed of two parts. The Course Schedule provides faculty contact information, required textbooks and resources, and a course calendar. Each semester, the Course Schedule will be developed for each course and made available to students.

The Syllabus Policies and Procedures will identify the policies and grading scale of the institution. This document will include a purpose statement, expectations for all courses, the Institution Mission statement, Authority to Operate and Statement of Accreditation, the Assessment Policy, the Americans with Disabilities Act statement, Technological Requirements, Coursework Completion Requirement for Online Courses, the Late Assignment Policy, The Academic Honesty and Plagiarism Policy, Student Privacy Statement, Instructor Contact Policy, and Attendance Policy.¹⁸

VIII. ADVISING

Each student will be assigned an academic advisor who will guide and support the student while enrolled at Morthland College. The student will meet before each semester in order to register and sign up for courses. However, the student should plan to meet with their advisor one other time during each semester while enrolled at Morthland College. The additional meeting is scheduled in order to continue the discussion on requirements for graduation, coursework planning and scheduling, timing of graduation, planning for double majors or minors, declaration of majors, and discussing any interests or concerns that may emerge while at Morthland College. If a student encounters academic difficulty in a particular course or during a semester, either the student or instructor may notify the academic advisor to arrange for a meeting and more frequent meetings to help provide support and guidance during the difficult time. Advising appointments may be arranged with the Department of Student Services.¹⁹

IX. SENIOR THESIS AND GRADUATION

When students enter their next-to-last semester of study, they should make arrangements to speak to their Department Chair to discuss the Senior Thesis. Each student should submit a formal proposal for their Thesis project. The nature of this will vary by department. Working with the student, the Department Chair will select an appropriate faculty member to direct the Thesis. The student should register for the

¹⁸ TRACS 9.10f

¹⁹ TRACS 9.10.d; 10.14

appropriate 499 during his or her final semester. Upon completion of the Thesis, the student will defend it before a committee of no fewer than three active faculty members. These members should include the Thesis Director, one additional faculty person from within the student's department, and one additional faculty person from outside the student's department. This defense must take place no later than two weeks before graduation. A digital copy of the approved thesis will be archived.

In the final semester before graduation, students intending to graduate should make an application for graduation through the Registrar's office. This must be received no later than the Add/Drop date of the student's final semester. Once the application is received, the Registrar and Department Chair will conduct a degree audit to ensure that the student has met all requirements and is in good standing with the College. The Graduation Committee, consisting of the Provost, the Dean of Academic Affairs, the Dean of Student Services, and others as appointed by the Provost, will be responsible for planning the ceremony. Cap and Gown orders may be placed through the Student Services office. These orders should be placed no later than twelve weeks before graduation.

X. ONLINE INSTRUCTION

The Dean of Academic Affairs will coordinate online education, and in most circumstances, will work with the Department chairs to secure an Online Course Champion. Faculty members seeking to offer online courses must have approval from the Department Chair and the Dean of Academic Affairs. Online courses will be designed according to the Online Policies and Procedures Manual approved by the Trustees and will be guided by the Dean of Academic Affairs.

XI. COPYRIGHT GUIDELINES

Early in the development of our country, our founders realized the need to protect original works of authorship. The first copyright laws were enacted in 1790. Those laws have been modified and updated as technology and imagination has enlarged the types of work that need protection. As such, copyright now covers many types of intellectual property. Fortunately, there has been recognition of the need for educators to use some copyrighted matter.

Copyright law is found in the laws of the United States starting at 17 U.S.C. Section 101. Section 102 of this law defines "works of authorship" as: 1) literary works; 2) musical works, including accompanying words; 3) dramatic works, including any accompanying

music; 4) pantomimes and choreographic works; 5) pictorial, graphic, and sculptural works; 6) motion pictures and other audiovisual works; 7) sound recordings; and 8) architectural works.

In general, copyright protection exists from the time of its creation until 70 years after the author's death. As with many things, there are exceptions to this time. If there is any doubt, further investigation into the particular work should be made.

If a work is entitled to copyright protection, the law has provided the ability for educators to use portions of that work for purposes such as criticism, comment, news reporting, teaching, scholarship, or research (17 U.S.C. section 107). This portion of the law is referred to as "fair use". The law also contains certain factors to consider in determining in any particular case what a fair use of material is. Those factors are: 1) the purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes; 2) the nature of the copyrighted work; 3) the amount and substantiality of the portion used in relation to the copyrighted work as a whole; and 4) the effect of the use upon the potential market for or value of the copyrighted work (17 U.S.C. section 107). The courts are not limited to these factors in determining fair use.

Morthland College upholds the principles embodied in the copyright laws. As an educational institution, it seeks to preserve intellectual property and honor the work of many talented individuals. To conform to these beliefs, faculty need to consider the following:

1. Is the work entitled to copyright protection? If the answer is "no", it can be used in any form. If the answer is "yes", then the following questions must be considered.
2. Is the purpose for using the work an educational purpose? (We would assume that in the classroom setting, the answer would be "yes").
3. What is the nature of the work? With some works, portions of the work can easily be separated. With others this is not practical. For instance, how could you use only a portion of a painting?
4. How much of the work is to be used? Relatively small portions of a work are usually acceptable.
5. Will use of the work effect its marketability? Will use of the work result in less sales of the work? If the use will result in reduced sales, then it is most likely not a fair use.

These questions must be analyzed as a whole. Finding that one of the factors is positive does not mean that fair use applies.

Some examples:

1. A photocopy of a short poem or essay for classroom use would seem to be a fair use.
2. A photocopy of a paragraph from a novel to exhibit the writing style of an author would also seem to be a fair use.
3. However, a photocopy of an entire chapter of a novel may push the envelope.
4. Copying a poem that is 300 years old would be permissible because the copyright has expired.
5. Handing out photocopies of an article from this morning's newspaper to discuss in class would be fair use. (It would probably be advisable to collect the copies and destroy.) Using that same article in the same fashion the next semester may be a violation. (Not close in time to the actual publication.)

If there is any question about the ability of a work to qualify as a fair use, it is recommended that the faculty member consult the head of his/her department or an officer of the College. If there is any doubt, either do not use the work or obtain permission for its use.

Congress has provided certain relief from claims for damages resulting from non-authorized use of copyrighted works by nonprofit educational institutions. Morthland College believes that it should not rely on this relief; rather, it wants to support the authors and their right to copyright protection.²⁰

XII. HUMAN RESOURCES

DRESS CODE

The dress code is business casual. When you dress business casual, you are wearing generally conservative clothing to portray yourself in a professional manner. Women can wear a casual skirt, dress, pants and blouses. Men may wear a collared button-up shirt with or without a tie, a polo shirt, khakis, or slacks.

²⁰ TRACS 9.10.k

ABSENCES

For faculty and staff on a 12-month contract, with respect to vacation or other time away such as sick or personal days, you are entitled to 10 vacation days and 7 sick days.

However, you must clear all vacation and time away with your immediate supervisor. Paid holidays during the contract period are as follows: New Year's Day, Martin Luther King Day, Presidents Day, Good Friday, Memorial Day, Labor Day, Veterans Day, Thanksgiving Day & Day After, and Christmas Day & 4 Days After.

Absences must not interfere with the completion of work for salaried persons, and every effort should be made to ensure that neither the college operations, nor students are negatively affected by absences. In the event of excessive absences, supervisors may recommend that contracts be terminated or not renewed as the case may be.

Request for Time Away – In both cases of sickness or personal leave, an email request must be sent by the instructor to the Dean of Academic Affairs and copied to the Department Chair. The Dean will respond via email with an approval or denial of the request.

Sickness – In the event an instructor is ill on the day of instruction, the earliest possible notice to the Department Chair or the Dean of Academic Affairs must be made. No voice mails or emails are acceptable. The instructor must speak with the administrator so that planning can be made for a substitute instructor, assignments can be given to students, and due notice can be given to individual students in case the class that day needs to be cancelled.

Personal Leave – Leave for personal reasons needs to be approved as far in advance as possible. The situation for personal leave may vary considerably, however, it is typically used in the setting of a family death. The instructor must speak with the administrator – whether the Dean of Academic Affairs or the Chair of the Department to make arrangements and for approval of the absence.

Non-Paid Substitute Instructor – In the event a faculty member finds a qualified non-paid substitution to teach and/or hold office hours during his or her absence, the faculty member should notify the Department Chair or Vice-President or Dean of Academic Affairs of the substitution by phone or in person in order to seek approval. If the substitute is not affiliated with Morthland College – then the notice must come at least 48 hours prior to the hour of instruction. If the non-paid substitute is affiliated with Morthland College as a full-time instructor or adjunct faculty member, then a 1 day notice is required. If a non-paid substitute is found and approved, then no pay reduction will be applied for the absence. The approval must be provided in writing to the

instructor and a copy of this approval must be filed in the Department of Human Resources.

Notice of Absence to Students

The instructor must obtain approval from the Department Chair or the Vice-President or Dean of Academic Affairs to cancel a class. If approved, the students will be notified through the administrative office by email or texting; and a notice of the class cancelation will be posted on the door. Morthland College seeks to cancel classes only in rare instances.

OFFICES

Offices will be assigned as space is available. The order of assignment of private offices will be made first to administration, then to department chairs, then to senior faculty, then to junior faculty. Faculty members with advisement duties will also be considered for private offices.

EQUIPMENT

If equipment is used during instruction, such as a laptop or an LCD projector, the equipment must be returned to central supply after the class. In this way, other instructors may also use the equipment.

If equipment is needed for a course, an instructor may submit a requisition to the Department Chair for review. All purchases follow the institutional policy on requisitions and approval – by either the provost or president. Requisitions are reviewed by the budgetary committee as they are submitted.²¹

FACULTY MAIL AND MAILBOXES

Communications to faculty will generally occur electronically through email and the website. In the event that papers are presented to faculty members, the administrative office will maintain mailboxes for the faculty. Faculty members should stop by the administrative offices to pick up their mail when on campus.

²¹ TRACS 9.10m

BENEFITS

Morthland College offers a health insurance plan. If you choose to enroll in the plan, then the employee portion of the cost of the health insurance will be deducted from your paycheck.²²

²² TRACS 9.10.