

COE Handbook: Section Six A

Personnel Policies: Ranked Faculty

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PART I: INTRODUCTION

A. Overview of Section 6A

Section 6A contains information pertaining to all categories of Ranked Faculty. Opening with a description of each Ranked Faculty category (and the respective categories' role in the institution), the section proceeds to cover applicable policies, including faculty workload, faculty rights and responsibilities, scholarship and development opportunities, intellectual property concerns, and the issuance of Ranked Faculty contracts.

PART II: RANKED FACULTY

A. Tenure Track Faculty

1. Definition

- a. Term-tenure track positions are deemed such by the Provost. The creation of a term-tenure track position represents the Provost's determination that this newly created full-time teaching position (1) will be needed on a continuing basis, given expected curricular demands, and (2) is most appropriately filled by a teacher-scholar who will meet the University's term-tenure criteria in the areas of teaching, scholarship, and institutional service.
- b. A faculty member who fills a term-tenure track position shall receive one-year contracts throughout their employment tenure. However, that person shall also receive the security inherent in a term-tenure track position. In sum, the onus for terminating a term-tenure track faculty member falls upon the University, and an extensive appeals process assures that the onus remains weighty.
- c. Each term-tenure track faculty member shall be assigned one of three ranks: Assistant Professor, Associate Professor, or Professor.

2. Relationship to Academic Department

Each term-tenure track faculty member is expected to attend their department meetings. Each term-tenure track faculty member shall be considered a full voting member of their department. Each term-tenure track faculty member is eligible to be appointed by their department to a campus committee as the department's representative.

B. Clinical Track Faculty

1. Definition

Clinical track positions are deemed such by the Provost. The creation of a clinical track position represents the Provost's determination that this newly created full-time teaching position (1) will be needed on a continuing basis, given expected curricular demands; and (2) is suitably filled by a teacher-practitioner who can meet the University's clinical track criteria (in the areas of teaching, practice scholarship, and institutional service) but does not have a terminal degree in their discipline.

- a. The clinical track, like the term-tenure track, has responsibilities in teaching, scholarship, and service, but is differentiated from the term-tenure track first and foremost by the preparation of the candidate. That is, faculty in the clinical track will have clinical experience and credentials but will not have a terminal degree in their discipline. In addition, faculty in the clinical track will typically be engaged in some combination of clinical or practice teaching, applied scholarship, or continuing involvement in clinical or professional practice consistent with their clinical or professional training.
 - (1) A clinical track faculty member is eligible for promotion to associate professor but is not eligible for term-tenure or promotion to full professor.
 - (2) Upon completion of a professional or clinical doctorate approved by the Provost (with input from the school dean and department chair or program director), a clinical-track faculty member may be reclassified as a term-tenure track faculty member.

2. Relationship to Academic Department or Program

- a. Each clinical track faculty member is expected to attend their department meetings. Each clinical track faculty member shall be considered a full voting member of their department. Each clinical track faculty member is eligible to be appointed by their department to a campus committee as the department's representative.
- b. A clinical track faculty member shall be included in the department CFAV conversations with ranked faculty member undergoing term-tenure review (or full review for a fellow clinical track faculty member) but will not be included in the evaluative portion of those conversations until after having successfully completed the CFAV component for their own full review.

C. Lecturers

1. Definition

- a. Lecturer positions are deemed such by the Provost. The creation of a lecturer position represents the Provost's determination that this newly created full-time teaching position (1) will be needed for at least the upcoming academic year, though perhaps on a continuing basis, and (2) is best filled by someone who, in their service to the University, will provide excellent classroom teaching.
- b. A faculty member who fills a lecturer position shall receive one-year contracts throughout their employment.
- c. Each lecturer shall occupy one of two ranks: Lecturer or Senior Lecturer.

2. Relationship to Academic Department

- a. Lecturers have both voice and vote in university and departmental governance, with the exception of hiring decisions and the Christian Faith and Academic Vocation (CFAV) review for term-tenure faculty

- b. For CFAV, the lecturer role will parallel that of pre-term-tenure tenure-track ranked faculty (present for department conversation, but not for assessment discussion) until after completion of this step. Once a lecturer completes the department readings and the associated prompt or essay, and is deemed satisfactory after the review process, they will become a full participant in the CFAV discussions for departmental ranked faculty.
- c. In terms of hiring, personnel decisions related to the hiring of ranked faculty fall to search committees. If a lecturer is appointed by the committee chair to be a member of a search committee, they will have voice and vote in the hiring decision. If not appointed to the search committee, input from lecturers may still be solicited by the committee chair. This standardizes the policy across the university, as current policy allows for pluralism in terms of involvement with departmental governance.

D. Other Faculty Categories

1. Visiting Professors

- a. Visiting professor positions are deemed such by the Provost. The creation of a visiting professor position represents the Provost's determination that this newly created full-time teaching position (1) will typically exist for only one year and (2) will be filled by a teacher-scholar who brings significant expertise to their department.
- b. A faculty member who fills a visiting professor position shall receive one-year contracts throughout their employment.
- c. A visiting professor shall be assigned one of three ranks: Assistant Professor, Associate Professor, or Professor.
- d. Eligibility and expectations for a given visiting professor to attend their department meetings shall be determined by the department in which the visiting professor teaches. Visiting professors shall not be granted voting privileges in any department, nor shall they serve as department representatives on campus committees.

2. Scholars/Artists in Residence

- a. Scholar/Artist-in-residence positions are deemed such by the Provost. The creation of a scholar/artist-in-residence position represents the Provost's determination that this newly created faculty position will be filled by a scholar or artist (1) who brings significant expertise to the University and (2) who is willing to share that expertise with the University community in various ways, including curricular teaching. A given scholar/artist-in-residence position will cease to exist when the person for whom the position was created leaves the University (or assumes another position within the University).
- b. A person who fills a scholar/artist-in-residence position shall typically receive a one-year contract throughout their employment, although there may be instances when a shorter-term contract is granted.
- c. Given the person-specific nature of these positions, a scholar/artist-in-residence shall be assigned a title as determined by the Provost.

- d. Eligibility and expectations for a given scholar/artist-in-residence to attend their department meetings shall be determined by the department in which the scholar/artist-in-residence teaches. Likewise, voting privileges for that scholar/artist-in-residence shall be determined by the department (NB: A department may grant its lecturers voting privileges on some issues but not others). A scholar/artist-in-residence is eligible to be appointed by their department to a campus committee as the department's representative.

3. Paraprofessionals

This title is assigned to employees who are not assigned regular faculty rank but who work in academic or academically related areas.

4. Emeriti Educators

A full-time employee who is a full member of the Community of Educators is eligible for emeritus status if they have 20 years of university service in the COE role (as calculated by the Office of Human Resources and Compliance) and a record of consistently strong service, standing, and collegiality in his or her areas of responsibility, as judged by his or her unit and supervisor(s). Recommendations for conferral of emeritus status come from deans/supervisors, with input from the individual's department(s), for approval by the Provost.

- a. Each fall, the dean/supervisor will seek input and a formal recommendation (dept vote) from department/units about eligible employees who have ended their full-time employment in the previous year. The dean/supervisor will take recommendations to the Provost. The Provost, if in agreement, takes recommendations to the Board of Trustees at the fall BOT meeting.
- b. Upon BOT approval, the Office of the Provost will notify employees of their emeritus status and will add their (Messiah) email address to an emeriti faculty distribution list.
- c. Emeritus status may be rescinded by the institution if an emeritus employee exhibits conduct that is not supportive of the institution. Such action would be recommended by the Provost, with input and approval from the President and the Chair of the Board of Trustees.
- d. Emeriti employees receive the following benefits:
 - (1) An HR status of 'emeritus employee,' which includes a Messiah University ID card, library borrowing privileges, and the standard faculty discount at campus venues.
 - (2) Ongoing email address.
 - (3) Open invitation to march in the annual Convocation and Commencement processions.
 - (4) Continued listing in university catalog and on department websites.
 - (5) Voice, not vote, in COE and Ranked Faculty Meeting.
 - (6) Shared office space if available. This does not include access to specialized spaces (e.g., labs, studios, etc.).

E. Administrative Appointments for Ranked Faculty

Ranked faculty are sometimes appointed to administrative assignments. In such cases, the ranked faculty member will retain full-time ranked faculty status as long as their administrative assignment is 50 percent or less.

F. Faculty Appointments for Full-time Administrators

1. Administrative Appointment of Internal Candidates

Members of the University faculty who are appointed to administrative positions keep their faculty title and appointment.

- a. Individuals in this role are not voting members of the academic department or the Ranked Faculty Meeting.
- b. Individuals in this role are not eligible for term-tenure review or promotion in rank after the first year of the administrative appointment.
- c. Individuals in this role are not eligible for faculty sabbatical leave.
- d. Individuals in this role may teach one or more courses each year upon mutual agreement of the Provost, School Dean, and Department Chair of the respective academic department.
- e. Upon voluntary or involuntary termination of the administrative appointment (except for reasons of non-adherence to the Statement of Faith, Lifestyle Expectations, or Community Covenant) an individual may return to their teaching faculty position.
 - (1) An individual returning to a teaching faculty assignment should give evidence that they have remained current in their academic discipline.
 - (2) The teaching assignment will be determined by the School Dean and may include courses in the respective academic department and/or the general education curriculum. The School Dean will consult with the respective Department Chair and the administrator/faculty member before finalizing the teaching assignment. Consideration will be given to the course load assigned to the individual prior to the administrative appointment.
 - (3) The contract issued will be the standard faculty contract, consistent with the individual's term-tenure status at the time of the administrative appointment, and subject to the same policies and expectations as others of the same status.
 - (4) Sabbatical eligibility, term-tenure review, and promotion eligibility are reactivated upon return to the faculty position.
 - (5) Up to two years of administrative service may be credited for term-tenure and promotion purposes
 - (6) Up to two years of administrative service may be credited toward eligibility for faculty sabbatical leave.
 - (7) Total years of service as an administrator are credited for placement on the faculty salary scale.

2. Administrative Appointment of External Candidates

- a. The President and Provost and individuals that report directly to them and who come from a previous faculty appointment at another university or university may be granted a faculty appointment. In exceptional cases, faculty appointments may also be considered for individuals appointed to other administrative positions that hold membership in the Community of Educators, provided the individual has attained appropriate terminal academic credentials to teach in one of the University's academic departments.
 - (1) The rank will typically be commensurate with the person's previous faculty appointment.
 - (2) The faculty appointment must correspond to the individual's academic expertise.
 - (3) Such appointments are approved by the Provost, School Dean, and Department Chair, after consultation with the respective academic department. Review of potential appointments must take into consideration previous teaching experience, professional evaluations, and scholarship.
 - (4) Administrators with faculty appointments are not voting members of the department or the Ranked Faculty Meeting.
- b. Individuals in this capacity are not eligible for faculty sabbatical leave and term-tenure, nor may they receive promotion in rank.
- c. Individuals in this capacity may teach one or more courses each year upon mutual agreement of the Provost, School Dean, and respective Department Chair.
- d. Upon voluntary or involuntary termination of the administrative appointment (except for reasons of non-adherence to the Statement of Faith, Lifestyle Expectations, or Community Covenant), the individual may assume their teaching faculty position.
 - (1) An individual assuming a teaching faculty assignment should give evidence that they have remained current in their academic discipline.
 - (2) The teaching assignment will be determined by the School Dean and may include courses in the respective academic department and/or the general education curriculum. The School Dean will consult with the respective Department Chair and the administrator/faculty member before finalizing the teaching assignment.
 - (3) The contract issued will be the standard single-year faculty contract, subject to all policies and expectations of others of the same status.
 - (4) An "Initial Review" in the fall semester of the third year after assuming the faculty position will be conducted by the School Dean in consultation with the appropriate academic department.
 - (5) Sabbatical eligibility, term-tenure review, and promotion eligibility are activated upon initiation of a full-time teaching assignment.
 - (6) For individuals hired at the full Professor rank, up to two years of administrative service may be credited for sabbatical and term-tenure purposes. However, they will not be evaluated for term-tenure until the beginning of their third year of teaching at the University.

- (7) Total years of administrative service are credited for placement on the faculty salary scale.

G. Guidelines for Creating Lecturer and Visiting Professor Positions

The ratio of term-tenure track faculty members to lecturers/visiting professors should be 85:15 or higher. In addition to being sensitive to this 85:15 ratio, the Provost will rightfully consider other factors as they determine whether a new position will be designated a term-tenure track position, a lecturer position, or a visiting professor position. In light of the suggested ratio (which gives preference to term-tenure track positions), designating a new position a term-tenure track position shall function as the default mode, so to speak. However, certain reasons might compel the Provost to deem a new faculty position something other than a term-tenure track position.

1. Lecturer Positions

The Provost, in consultation with the appropriate School Dean and Department Chair, may designate a full-time teaching position a lecturer position for any one of the following reasons:

- a. Extraordinary circumstances necessitate that a full-time appointment be made without a national search (for example, a replacement hire after a late faculty resignation, or a substitute hire due to the illness of a continuing faculty member).
- b. Long-term hiring needs of a department require a more thorough analysis before a term-tenure track hire can be made. For example, faculty turnover, erratic enrollment figures, and/or impending curricular changes could make it difficult to determine long-term hiring needs. In this case, a lecturer could be hired to do teaching and advising until the long-term needs are more clearly identified.
- c. A department has a curricular need in lower-level courses which may be adequately met by a faculty member who does not have a terminal degree and/or does not wish to engage in scholarly activity.
- d. A department has a curricular need in lower-level courses but does not have a corresponding need in upper-level courses. In this case, the lecturer position is created to deliver “non-specialized” courses without a concomitant increase in the number of faculty members competing to teach a limited number of upper-level courses.

2. Visiting Professor Positions

The Provost, in consultation with the appropriate School Dean and Department Chair, may designate a full-time teaching position a visiting professor position if all of the following criteria are met:

- a. The position being created will typically exist for only one year.
- b. The person who fills the visiting professor position has the ability to teach courses that fulfill the University’s curricular needs.
- c. The person who fills the visiting professor position possesses expertise in an area that is particularly valuable to their department, school, or the institution as a whole.

H. Fully Remote Status

1. Definition of Remote Faculty Status

A ranked faculty member with remote faculty status is a person who has permission to (a) teach their courses remotely, in a location removed from Messiah University campuses; and (b) not be present on a Messiah University campus for other standard job-related tasks (e.g., attending meetings, holding office hours, and doing institutional service work). While there may be some exceptions to both (a) and (b)—that is, there may be requirements for faculty members with remote faculty status to be present on campus at certain times—those exceptions must be identified either in the institution’s remote faculty policy or in a letter of appointment, written by the Provost, at the time of the faculty member’s hire (or, if granted later, at the time when the faculty member’s position is changed to a remote position). Granting a Faculty

2. Remote-Optional Faculty Positions

- a. In most cases, a faculty member with remote faculty status will fill a faculty line in which remote status has been deemed an option for the person filling that position. Such positions will be considered “remote-optional positions” as opposed to the university standard, which are in-person positions.
- b. Remote-optional faculty positions are reserved for faculty positions in primarily online programs. They are deemed such by the Provost, in conversation with the school dean.
 - (1) The ability of the University to hire a person for a remote-optional position is subject to the laws and/or policies of the person’s place of residence.
 - (2) The University reserves the right to change a remote-optional faculty position to an in-person position, though this may be done only in extraordinary circumstances and with ample advanced notice.
- c. In most cases, a remote-optional faculty position is deemed such at the time of the job posting. The basis for deciding whether a position should be advertised as a remote-optional faculty position rests on the following considerations:
 - (1) Does the program have, or can it reasonably create, mechanisms for remote teaching and participation?
 - (2) Would a faculty member filling a remote-optional faculty position be able to meet the requirements of the position with limited in-person interaction and support?
 - (3) Would making the position a remote-optional faculty position assist in hiring and retaining a strong faculty member?
 - (4) Would having a person filling a remote-optional faculty position produce problematic dynamics within a program or department?
 - (5) Would having a remote-optional faculty position have implications for accreditation?
- d. Ranked faculty members who teach in primarily online programs, but who do not currently fill a remote-optional faculty position, may request that their position to be changed from an in-person position into a remote-optional position.
 - (1) This request should be made in writing to the faculty member’s program director (or department chair) and school dean, and it should outline a rationale for the position being changed into a remote-optional faculty position.

- (2) If the program director and school dean are supportive of the faculty member's request, they will forward the request to the Provost for consideration.
- (3) The decision to change an in-person faculty position into a remote-optional faculty position is made by the Provost, in conversation with the school dean and the program director (or department chair) of the program in which the faculty member teaches. The basis for this decision rests on the same considerations outlined above.

3. Temporary Remote Faculty Status

In extraordinary cases (e.g., health-related reasons), a faculty member filling an in-person position may be granted remote faculty status on a temporary basis. Faculty members who wish to be granted remote faculty status on a temporary basis should notify their department chair (or program director) and their school dean that they plan to make this request; they should then consult with the Office of the Provost and the Office of Human Resources and Compliance on how to make that request.

4. Job Expectations and Guidelines for Faculty Members with Remote Faculty Status

The expectations and standards for satisfactory and meritorious teaching, institutional service, and scholarship are the same for faculty members with remote faculty status as for those who do not have remote status. There are, however, some aspects of a remote faculty member's job that are different from most faculty member's jobs and thus call for more specific guidelines. These guidelines are outlined below:

a. Teaching

- (1) Standards and expectations for teaching online courses are outlined elsewhere in the COE Handbook. Individual programs may add specificity to these standards as long as the changes are (1) consistent with the larger University policy; (2) approved by the department; and (3) communicated clearly and in writing to all faculty members in the program.
- (2) Faculty members should expect to spend 7.5-9.0 hours per week for each three-credit full-semester course they are teaching in a given semester. Faculty members teaching in shorter parts of the term should adjust time expectations accordingly (e.g., 18 hours/week for a three-credit course delivered in an eight-week part of term).
- (3) Faculty members are expected to maintain and communicate with their students regularly scheduled times of availability for student questions or concerns. Faculty members with remote faculty status should list these hours on their syllabi and in their Canvas course sites.

b. Institutional Service

- (1) Academic advising is an essential component of institutional service. Faculty members with remote faculty status are expected to provide timely communication to their advisees regarding their availability for advising meetings. In terms of availability, graduate advisors should at a minimum connect with their advisees when the student first enrolls, prior to each registration period, and to confirm completion of degree or credential requirements.

- (2) As per the COE Handbook, all faculty members are expected to be engaged in multiple categories of institutional service activities.
 - (3) Faculty members with remote faculty status are eligible to serve on departmental committees, ad hoc committees (including faculty/staff search committees), and in many university-wide roles; they are not eligible, however, for election to vice-chair (chair) of the Community of Educators, vice-chair (chair) of the Ranked Faculty, and chair of the Term-Tenure and Promotion Committee.
 - (4) Committees that include faculty members with remote faculty status may meet via Zoom, but they may also choose to include the remote faculty member in other appropriate ways.
- c. Scholarship
- (1) All faculty members have significant freedom in determining their scholarly agenda, including when and how they engage in their scholarship.
 - (2) The expectations for satisfactory and meritorious scholarship are the same for all faculty members, whether they have remote faculty status or not.
- d. Additional Institutional Expectations
- (1) Faculty members with remote faculty status will function with an awareness that campus programming for faculty (e.g., governance-related meetings, development opportunities, etc.) is primarily designed for in-person participation, and that not all governance, programming, and events will be as accessible to remote faculty as to in-person faculty. Actions of the COE Senate, Ranked Faculty Meeting, and University Council are available through posted agendas and minutes.
 - (2) Faculty members with remote faculty status are required to attend Commencement and all programming relevant to their position in May Development week. Additional campus-wide training and events may be required (as determined by the Provost). Additional campus presence may also be required for department-specific initiatives and/or courses.
 - (a) In general, costs for travel to and from campus will not be covered by the University and are therefore the responsibility of the faculty member.
 - (b) Exceptions to this policy may be made by the Provost. For costs incurred under an exceptional agreement, the faculty member's program director will coordinate and approve all expenses and reimbursements.
 - (3) During their contracted academic year and when classes are in session, faculty members with remote faculty status are to demonstrate availability and responsiveness that reflects the full-time nature of their position. This means avoiding significant personal or outside professional commitments that are not compatible with full-time work.
 - (4) Faculty members with remote faculty status should demonstrate availability and responsiveness to queries and communications from their program director/chair and their colleagues.

- (5) Faculty members with remote faculty status need to maintain an up-to-date Outlook calendar that shows their availability to students and colleagues; alternatively, faculty members with remote faculty status are encouraged to establish clear boundaries, with assistance from their program director or chair, for when they are not available.
- (6) Faculty members with remote faculty status need to be available to respond by phone or email to time-sensitive items during daytime hours Monday-Friday. Faculty members with remote faculty status need to respond to email within 24-48 hours, depending on the nature of the email.
- (7) If any faculty member unexpectedly finds themselves unable to maintain a full-time schedule or an appropriate level of responsiveness, they should contact their director/chair and school dean as soon as they recognize the issue to develop a plan to meet their responsibilities.
- (8) Faculty members with remote faculty status are expected to attend (via an online meeting platform) all scheduled meetings and to observe professional etiquette during those meetings. More specifically, the faculty member should be in a quiet, private location with their video on and have access to all relevant meeting materials and be able to fully focus and participate in the meeting's agenda.
- (9) Faculty members with remote faculty status should follow the instructional absence policy as outlined in Section 6A.III of the COE Handbook.
- (10) If a faculty member with remote faculty status will be unavailable for a meeting or another scheduled obligation due to an unforeseen personal circumstance, they should communicate with the program director as soon as possible and take the initiative to review minutes and/or reschedule in a timely manner.

This policy must be followed in concert with any other relevant COE policies, including those related to faculty absences from teaching and absence from university events (e.g., commencement), as well as the Office of Human Resources and Compliance policies on absences from work.

I. Terminal Degree Expectations

1. Assumptions for Term-Tenure Faculty Rank

- a. Upon appointment to the ranked faculty, each full-time teacher is assigned a rank. Subsequent promotions are made on the basis of individual growth and achievement based on the institutional criteria for promotion.
- b. Messiah University takes the position that terminal degree expectations for term-tenure track faculty ought to be closely related to expectations for performance while teaching at Messiah. In particular, the following four assumptions apply:
 - (1) A term-tenure track faculty member at Messiah University should endeavor to be both a teacher and scholar, with these two roles viewed as complementary.
 - (2) The effective teacher/scholar will have the following characteristics:

- (a) Demonstrated mastery of disciplinary subject matter sufficient to teach both lower-level and upper-level undergraduate and graduate courses, as assigned.
 - (b) Demonstrated mastery of disciplinary methods for acquiring and expressing knowledge sufficient to initiate students into the search for new knowledge and to inform continuing scholarship on the part of the faculty member.
 - (c) Demonstrated ability to complete a major creative scholarly project sufficient to mentor upper-class or graduate students in creative projects and to indicate promise of continuing scholarship on the part of the faculty member.
- (3) The academic doctorate in a faculty member's discipline or a closely related field is the typical means for acquiring the characteristics articulated above and will, therefore, be considered the typical terminal degree expectation.
- (4) The University recognizes that the nature of certain disciplines is such that the characteristics called for above can be obtained in two other ways. In such cases, a terminal degree other than the doctorate will be decided on a case-by-case basis.
- (a) Through terminal degrees other than the doctorate in selected academic disciplines (see below).
 - (b) Through previous experience (see below).

2. Assumptions for Clinical Faculty Rank

- a. Upon appointment to the clinical track, the faculty member is assigned a rank. Subsequent promotions are made on the basis of individual growth and achievement based on the institutional criteria for promotion.
- b. Messiah University takes the position that academic degree expectations for clinical track faculty ought to be closely related to expectations for performance while teaching at Messiah. In particular, the following four assumptions apply for clinical track faculty appointments:
 - (1) A clinical track faculty member at Messiah University should endeavor to be both a teacher and a practitioner with these two roles viewed as complementary.
 - (2) The effective teacher/practitioner will have the following characteristics:
 - (a) Demonstrated mastery of disciplinary subject matter sufficient to teach lower-level and upper-level undergraduate classroom lectures and seminars, graduate lectures, and seminars, as well as laboratory and clinical courses.
 - (b) Demonstrated mastery of disciplinary methods for acquiring and expressing knowledge sufficient to initiate students into the search for and assessment of new knowledge regarding clinical practice applications for improved patient care and to inform continuing clinical practice expertise on the part of the faculty member.
 - (3) A master's degree in the field of practice and an established area of clinical expertise are the typical means for acquiring the characteristics articulated above and will therefore be required for a clinical track appointment.

- (4) Clinical track appointees will be expected to participate in faculty development activities intended to facilitate continued clinical expertise and foster collaborative relationships with individuals in partnering institutions.
- c. A clinical track faculty member who completes an approved terminal degree may be reclassified as a term-tenure track faculty member.

3. Typical Eligibility Requirements for Faculty Ranks

a. Lecturer

The typical expectation for initial appointment as a Lecturer is the earned master's degree from an accredited graduate institution in the discipline of primary teaching assignments or a closely related field.

b. Assistant Professor

The typical expectation for initial appointment as Assistant Professor is the earned academic doctorate from an accredited graduate institution in the discipline of primary teaching assignments or a closely related field.

c. Assistant Professor (clinical track)

- (1) The typical academic degree expectation for initial appointment as Assistant Professor (clinical track) is a minimum of an earned master's degree in a practice or clinical field from an accredited graduate institution in the discipline of primary teaching assignments.
- (2) Appointees must have clinical or practice experience in a discipline relevant to the primary teaching responsibility.
- (3) Appointees in nursing must have, or be eligible to obtain, a current professional nursing license in the state of Pennsylvania.

d. Associate Professor

The typical expectation for initial appointment as Associate Professor is the earned academic doctorate and teaching experience and a record of performance in teaching and scholarship/professional development commensurate with that expected of Messiah faculty to earn promotion to the Associate Professor rank.

e. Associate Professor (Clinical Track)

- (1) Typical academic degree and clinical experience expectations for initial appointment as Associate Professor (clinical track) are the same as that required for appointment as Assistant Professor (clinical track).
- (2) In addition, initial appointment as Associate Professor (clinical track) requires a record of performance in teaching, practice scholarship, and professional development commensurate with that expected of Messiah faculty to earn promotion to Associate Professor (clinical track).
- (3) All appointees and continuing clinical track faculty in an applied health field where licensing is available must have, or be eligible to obtain, a current appropriate license in the state of Pennsylvania.

f. Professor

The typical expectation for initial appointment as Professor is the earned academic doctorate and teaching experience and a record of performance in teaching and scholarship/professional development commensurate with that expected of Messiah term-tenure track faculty to earn promotion to the Professor rank.

4. Alternative Eligibility Requirements for Faculty Ranks

In categories noted below, consideration will be given to alternative terminal degrees other than the academic doctorate, on an individual case basis, using the procedures noted below.

a. All But Dissertation.

- (1) A candidate with All But Dissertation status may be considered for initial appointment as an Assistant Professor provided the following conditions have been satisfied:
 - (a) A dissertation topic and outline have been approved by an appropriate graduate school committee.
 - (b) There is compelling evidence (a letter of support from the dissertation advisor indicating the status of dissertation and expectations for completion) that the academic doctorate will be completed within a reasonable period of time.
 - (c) The School Dean has responsibility for determining whether these procedures have been satisfied. Dissertation status will not be considered sufficient for eligibility for promotion consideration beyond Assistant Professor.
- (2) Policy. Terminal degrees other than the academic doctorate may be considered in selected academic disciplines provided the following conditions are satisfied:
 - (a) Professional organizations representative of the academic discipline consider the given alternative to the academic doctorate to be terminal formal preparation for initial appointment as an Assistant Professor.
 - (b) The given alternative to the academic doctorate provides comparable demonstration of the characteristics of the teacher/scholar noted in Community of Educators Handbook Section 6A.II, including completion of a major creative scholarly project reasonably commensurate in depth with the dissertation required for the academic doctorate.
 - (c) When a terminal degree other than the academic doctorate is approved on the basis of the above conditions, that alternative expectation shall be considered sufficient for initial appointment as an Assistant Professor.
- (3) Process. The written requests for approval of a terminal degree other than the academic doctorate shall be prepared by the academic department and forwarded to the School Dean for approval. The School Dean, in consultation with the Provost, shall then send a recommendation to the Term-Tenure and Promotion Committee who will consider the request before recommending it to the Ranked Faculty Meeting for final action.
- (4) Current Approved Terminal Degrees Other than the Academic Doctorate
 - (a) The Master in Business Administration degree (MBA) or other relevant master's degree with Certified Public Accountant (CPA) will be accepted as an approved alternative to the academic doctorate terminal degree for the Accounting discipline.

- (b) The Master in Business Administration degree (MBA) or other relevant master's degree plus the Chartered Financial Analyst (CFA) professional certification will be accepted as an approved alternative to the academic doctorate terminal degree for the Finance discipline.
 - (c) The Masters in Business Information Systems or Computer Science or a related discipline plus relevant and significant experience in the field with demonstrated scholarly activity. The significant experience should consist of at least ten years of relevant industrial experience in either a senior technical or managerial role.
 - (d) The Master of Fine Arts degree (MFA) will be accepted as a terminal degree for purposes of employment, tenure-review, and promotion for all studio disciplines. The MFA degree may be in any of the twenty-two studio areas currently specified by the National Association of Schools of Art and Design Handbook, and others which may be added in the future.
 - (e) The Master of Fine Arts degree (MFA) in Creative Writing will be accepted as a terminal degree for purposes of employment, tenure-review, and promotion for those positions in the Department of English that emphasize Creative Writing as a focus of the teaching load. In general, this terminal degree should be supported by publications and teaching experience in creative writing.
 - (f) The Master of Fine Arts degree (MFA) will be accepted as a terminal degree for purposes of employment, tenure-review, and promotion for all practice-oriented positions in the Department of Theatre. Practice-oriented positions refer to playwriting, performance and design-related appointments. The MFA degree may be in any of the thirteen specializations which the National Association of Schools of Theatre Handbook currently lists as terminal degrees, and others which may be added in the future.
 - (g) The Master of Business Administration (MBA) or other relevant master's degree plus at least 10 years of relevant and significant experience in the professional field will be accepted as an approved alternative to the academic doctorate for faculty positions in management & business.
- b. Alternatives Based on Previous Experience. In certain individual cases, terminal degrees other than the academic doctorate may be considered on the basis of previous experience, including experience in a non-academic setting, provided the following conditions are satisfied:
- (1) For initial appointment as an Assistant Professor, the following two conditions must be satisfied:
 - (a) The candidate's experience provides a knowledge base reasonably comparable to an academic doctorate in the area of primary teaching responsibility.
 - (b) The candidate's experience demonstrates the ability to create new knowledge or new applications of present knowledge, or other results of creativity appropriate to the area of primary teaching responsibility.

- (2) For initial appointment as an Associate Professor or Professor, one of the following two conditions must be satisfied:
- (a) The candidate has established a significant record of past performance corresponding to the merit level for both teaching and scholarship/professional development.
 - (b) In lieu of past experience in teaching, the candidate has established a record of performances in past experience in scholarship/professional development so meritorious as to warrant national recognition.
- (3) The appropriate School Dean (after consultation with the Department Chair) will initiate such a request and make a recommendation to the Provost. If the Provost concurs, the recommendation will be brought to the Term-Tenure and Promotion Committee for consideration and action. The determination of such an alternative shall be made prior to the initial appointment contract, and the terms for such an alternative shall be stated in writing in the contract.

c. Implementation Guidelines

- (1) For each initial appointment of a full-time term-tenure track faculty member hired without a terminal degree, the initial contract shall state in writing the University's terminal degree expectation.
- (2) Once a term-tenure track faculty member is appointed to either the Assistant or Associate Professor rank, the terminal degree expectation established at that initial appointment shall be considered adequate for eligibility for promotion through the remaining ranks, with the promotion decision to be based on the established expectations for faculty performance at the various ranks.

J. Rights and Privileges

1. Governance Meetings: Attendance Privileges and Attendance

	Community of Educators	Ranked Faculty Meeting
Term-Tenure Track Faculty	Yes-Expected	Yes-Expected
Clinical Track Faculty	Yes-Expected	Yes-Expected
Lecturers	Yes-Expected	Yes-Expected
Visiting Professors	Yes-Voluntary	Yes-Voluntary
Scholars/Artists-in-Residence	Yes-Voluntary	No

2. Voting Privileges in Governance Meetings (including elections)

	Community of Educators	Ranked Faculty Meeting
Term-Tenure Track Faculty	Yes	Yes
Clinical Track Faculty	Yes	Yes
Lecturers	Yes	Yes
Visiting Professors	No	No
Scholars/Artists-in-Residence	No	No

K. Fund and Leave Eligibility

1. Eligibility for Development Funds, Internal Grants (Teaching/Curricular and Scholarship), and Conference Participation Funds

	Development	Internal Grants		Conference Participation
		Teaching	Scholarship	
Term-Tenure Track Faculty	Yes	Yes	Yes	Yes
Clinical Track Faculty	Yes	Yes	Yes	Yes
Lecturers	Yes	Yes	No	Yes
Visiting Professors	Yes	No	No	Yes
Scholars/Artists-in-Residence	Yes	No	Yes	Yes

2. Eligibility for Scholarship Chairs and Sabbatical Leaves

	Scholarship Chairs	Sabbatical Leaves
Term-Tenure Track Faculty	Yes	Yes
Clinical Track Faculty	No	No
Lecturers	No	No
Visiting Professors	No	No
Scholars/Artists-in-Residence	No	No

L. Faith Commitment Expectations

Persons in all teaching faculty categories shall be expected to sign contracts indicating adherence to the University's faith and conduct expectations.

M. Recruitment and Appointment of Ranked Faculty

1. *Where to find Policies and Procedures for the hiring of Ranked Faculty*

Policies and procedures for the hiring of tenure-track faculty and clinical track faculty, including recruiting, advertising, conducting the search and interview processes, offering contracts, and all follow-up responsibilities are detailed in the Faculty Recruitment Toolkit.

2. *University-wide employment Policies*

University-wide Employment Policies to which term-tenure track faculty are subject are included in the Policy and Procedure Manual, Section 1.

3. *International Candidates*

- a. Ranked faculty VISA matters will be coordinated by Human Resources, which will be the contact office for communication with the faculty member and any outside assistance the University has employed. Currently, Messiah is outsourcing immigration work to Immigration Support Services. The faculty member must use the service designated by the University for all visa-related work for which the University provides financial support.
- b. Messiah agrees to provide the following support:
 - (1) The University will pay the cost of securing an H-1B visa for the faculty member but not for related immigration status costs for family members. Expenses associated with obtaining a visa allowing a prospective employee to be employed at Messiah University are incurred primarily for the benefit of the University, thus are not taxable to the employee.
 - (2) The University will pay the cost of securing lawful permanent residency status for the individual faculty member and family members up to a total maximum expenditure of \$7,550. (The University agrees to pay for any necessary advertising and all costs related to the labor certification process portion of the permanent residency process and will not seek reimbursement for these costs.) The University may either advance funds directly to the service performing the work related to the permanent residency application or reimburse the faculty member upon presentation of invoices from the service. In either situation, the funds will be treated as a loan from Messiah University to the faculty member. The loan is based upon the following terms and conditions:
 - (a) The loan shall be interest-free provided the faculty member continues to be employed by Messiah University for a period of four years after the U.S. Department of State grants permanent residency status.

- (b) The loan shall be forgiven at the rate of 25% of the unpaid balance for each year of the faculty member's employment Messiah University following the grant of permanent residency status. Loan forgiveness constitutes taxable income to the faculty member and will be processed along with the faculty member's other compensation and reported on the W-2 in the year of forgiveness.
 - (c) If the faculty member fails to complete four years of employment at Messiah University following the granting of permanent residency status, the unpaid balance of the loan shall be due and payable as of the date of termination of employment. Interest shall accrue at the rate of 12% per annum thereafter until paid in full.
- (3) If permanent residency status is not granted to the faculty member within five years of initiation of the application, the unpaid balance of the loan together with accrued interest (calculated at the rate of 12% per annum from the date of the first loan installment paid to the faculty member) shall be immediately payable.

N. Reclassifying Term-Tenure Track Positions.

The Provost is authorized to reclassify as a lecturer a term-tenure track faculty member if all of the following circumstances are met: (1) The person filling a term-tenure track position prefers to be reclassified as a lecturer, and (2) the Department Chair, in consultation with the department, deems it suitable to have that person (and their position) reclassified as a lecturer position, and (3) the Dean of the School in which the person is located and the Provost agree that reclassifying that person/position as a lecturer is not detrimental to the University.

O. Switching from Clinical Track to Term-Tenure Track

1. The clinical track has only two ranks

Assistant Professor (clinical track) and Associate Professor (clinical track). Clinical track faculty cannot be promoted beyond Associate Professor. Clinical track faculty can be switched to term-tenure track when the following criteria are met:

- a. The faculty member completes an approved terminal degree in a relevant discipline.
- b. The faculty member demonstrates a record of performance in teaching, practice scholarship, and institutional service commensurate with those expected of term-tenure track faculty at the corresponding rank. For this purpose, the Dean and/or Provost may require a formal performance evaluation if the faculty member has not been reviewed within the previous two years.
- c. The faculty member commits to meeting the University's term-tenure criteria in the areas of teaching, scholarship, and institutional service.
- d. The faculty member requests the switch.
- e. The Department Chair and School Dean recommend to the Provost to switch the faculty to the term-tenure track.

- f. The Provost must approve the switching of tracks. Once a faculty member is switched from the clinical track to the term-tenure track, they must meet the criteria established for the awarding of term tenure described in Section 6B.

2. *Switching from the clinical track*

This will typically involve a lateral transfer to the corresponding term-tenure rank. However, under certain conditions, the faculty member may also be eligible to be reviewed concurrently for a rank promotion on the term-tenure track.

- a. Since both tracks have the same teaching standards and the earning of an academic doctorate could be viewed as demonstration of meritorious scholarship, there should be no breach of academic rigor if an Associate Professor (clinical track) is allowed to switch to Associate Professor term-tenure track.
- b. Furthermore, an Assistant Professor (clinical track) who earns an approved doctorate is eligible to apply both to switch tracks and for promotion to Associate Professor if they meet all other criteria for promotion to Associate Professor term-tenure track.
- c. To be eligible to be reviewed for promotion to Professor from Associate Professor (clinical track), a faculty member must be eligible to switch tracks and must have completed at least five years of teaching at the Associate Professor level (the equivalent of either track), including at least three years at Messiah University.
- d. Since all clinical faculty recruitment searches filled by clinical track appointees are national in scope, the process of switching from clinical to term-tenure track does not require another search, national or otherwise.

PART III: INFORMATION THAT APPLIES TO ALL RANKED FACULTY

A. Ranked Faculty Workload Policy

1. *Contracted Ranked Faculty Workload*

- a. The contracted workload involves the workload responsibilities contractually expected of all full-time Ranked Faculty members.
- b. Messiah's contracted workload for Ranked Faculty involves responsibilities in three areas:
 - (1) Teaching (24 load units)
 - (2) Institutional service (activity and performance necessary for term-tenure and promotion; includes advising)
 - (3) Scholarship (activity and performance necessary for term-tenure and promotion)
- c. The Ranked Faculty teaching load is measured in terms of "load units." Each Ranked Faculty member is assigned 24 load units of teaching for an academic year.

- d. While teaching typically constitutes the bulk of a faculty member's workload, these 24 load units of teaching do not represent a faculty member's full contracted workload. Workload responsibilities related to scholarship and institutional service (including advising) exist beyond the 24 load units of teaching and, together with the teaching load, constitute the full contracted workload.
- e. The distribution of these workload areas in faculty time and effort will vary from faculty member to faculty member and also vary in an individual faculty member's actual workload over his or her career. However, on average, a larger proportion of effort will go toward teaching than scholarship and institutional service.
- f. The normal contracted teaching load for full-time Ranked Faculty covers one academic year. The "academic year" covers the Monday of the week prior to the beginning of fall classes through the week after commencement.
- g. Messiah's current contracted workload can be captured in the following formula:

$$\begin{aligned} \text{Full time load} &= [24 \text{ load units} + x + y] \\ 24 \text{ load units} &= \text{Teaching load} \\ x &= \text{Scholarship required for term-tenure and promotion} \\ y &= \text{Institutional service required for term-tenure and promotion} \end{aligned}$$

- h. In some instances, overload responsibilities in scholarship or institutional service might lead to a reduced load in teaching. In these instances, load units designated for teaching might be reallocated to scholarship or service. For example, if 3 load units of teaching are reallocated to scholarship, the load formula for that faculty member would be:

$$\begin{aligned} \text{Full time load} &= [21 \text{ load units} + (x + 3) + y] \\ 21 \text{ load units} &= \text{Teaching load} \\ (x + 3) &= \text{Scholarship responsibilities that go beyond the standard} \\ &\quad \text{required for term-tenure and promotion} \\ y &= \text{Institutional service required for term-tenure and promotion} \end{aligned}$$

- i. By designation of the Provost, some faculty will be offered 12-month contracts as needed for specific programmatic or accreditation needs. Faculty with a 12-month contract will teach a total of 33 load units distributed over the Fall, Spring and Summer semesters. This represents an equivalent ratio of term length to teaching expectations.

2. The Importance of Load Equivalencies

- a. Even though each Ranked Faculty member has the same contracted workload, this seldom results in the same actual workload for each Ranked Faculty member. In other words, the actual amount of time it takes faculty members to fulfill their responsibilities will, for a variety of reasons, vary from faculty member to faculty member. This is understandable and inevitable.

- b. However, it is important for the University to develop policies that minimize (as much as possible) the actual workload inequities among faculty. Thus, it is important for the University to develop an objective framework of “workload equivalencies” for assigning load units for various contracted responsibilities.
- c. “Workload equivalencies” are of two sorts:
 - (1) Teaching load equivalencies involve formulas that translate various types of course delivery systems into load units.
 - (2) Non-teaching load equivalencies involve policies and formulas that translate non-teaching activities and responsibilities into load units.

3. Teaching Load Equivalencies

- a. Messiah’s curriculum is delivered through many different Course Delivery Systems (CDSs), e.g., lecture/discussion courses, labs, clinicals, supervision, independent studies, etc.
- b. The Office of the Provost maintains a formula for each specific type of course delivery system. This formula translates the activity related to the CDS into Load Units (LUs).
- c. Each CDS can be analyzed in the following ways:
 - (1) Contact hours (CH): The number of hours that are contractually required between the faculty and students.
 - (1) Outside hours (OH): The number of hours beyond contact hours that are, on average, dedicated to delivering the course, e.g., course preparation, grading, conferencing with students, etc.
 - (2) Work hours (WH): The total number of hours (contact hours plus outside hours) that are required, on average, to deliver the course.
- d. Basic Load Formula: 1 faculty load unit (LU) = 2.5 – 3 work hours (WH) per week in a 15-week term. Applied to all terms, the formula looks like this:

Term	WHs per Week for 1 LU	WHs per Term for 1 LU
Fall	2.5 – 3 hours	37.5 – 45 hours
Spring	2.5 – 3 hours	37.5 – 45 hours

- e. Rationale for this formula: The basic assumption in this formula is that a faculty member who is teaching a 3-hour lecture discussion course will spend 3 hours in the classroom each week along with, on average, approximately 4.5-6 additional hours per week for course related activities. In other words, the assumption is that for a normal 3 credit hour lecture/discussion course, a faculty member spends 1.5-2 hours outside of class for every 1 hour in the class. Since faculty are given 3 load units for every 3-hour lecture/discussion course, we can generalize that 3 load units entail 7.5-9 hours of work per week. This formula can be applied meaningfully to any CDS once we determine the total work hours associated with the specific CDS.
- f. Application of this formula:
 - (1) Every CDS at the University is assessed in the following way:

- (a) The responsibilities of the faculty member within the CDS are determined.
- (b) The total work hours (contact hours plus outside hours) required to meet these responsibilities are calculated.
- (c) The load units are calculated using the Basic Load Formula.
- (2) This assessment will be conducted by the Provost in consultation with the relevant School Dean and Department Chair.
- (3) The load formula for each CDS will be on file in the Office of the Provost and will be used to build ranked faculty loads.
- g. Policies for determining non-teaching load units
 - (1) A full-time Ranked Faculty member may receive load units for a variety of non-teaching activities. The number of load units assigned to a given assignment or activity will, in general, be determined through an assessment of the work hours that are directly and typically associated with the activity. Hence, the amount of effort assumed in non-teaching responsibilities should be comparable to the amount of effort assumed in the teaching load formulas.
 - (2) Some of these non-teaching load units will be allocated as a part of the faculty member's 24 load unit teaching load. In other instances, such load units will only be allocated as an overload.
 - (3) Non-teaching load units are granted in the following area:
 - (a) Scholarship/development grant awards
 - (b) Load reallocation for enhanced scholarship
 - (c) University, school, or departmental administrative assignments
 - (d) Assignments in other University programming
 - (e) External grants
- h. Advising Overloads
 - (1) Overload compensation is provided to full-time faculty members advising 27 or more students and to any staff member or adjunct faculty member advising students.
 - (a) Full-time faculty members will receive a stipend for each advisee over 26 at a rate of $\frac{1}{26} \times (\text{overload rate for 1 LU}) \times (\text{N of advisees above 26 per semester})$. They will receive a maximum of the equivalent of .5 of the overload rate for 1 LU per semester, which means no additional pay is issued after the 39th advisee. School deans will review advising loads of 40 and above to determine whether to exceed the maximum payment (for example, in the case of temporary faculty leave or sabbatical with no other viable alternative advisor assignment).
 - (b) Adjuncts with advising appointments will carry a load of 20-30 advisees and receive a stipend equal to the overload rate for 1 LU. If the number of advisees is fewer than 20 students, the department should instead distribute advisees among full-time department faculty.

- (c) Full-time faculty and staff advise undeclared students. Full-time faculty advising undeclared students count each undeclared advisee as three toward their total number of advisees. Staff members advising undeclared students receive a stipend of $3/26 \times (\text{overload rate for 1 LU}) \times (\text{N of advisees per semester})$.
- (2) Advising overload is calculated during fall and spring advising week (usually around November 15 and March 15). Payments for overload advising are issued in the December 30 and April 30 payrolls.
- i. Enhanced Institutional Service. Load unit consideration may be given for temporary institutional service activities that significantly exceed the normal service requirements (e.g., chair of a major ad hoc committee/task force, principal author of an accreditation self-study report, counseling). Load credit is determined on a case-by-case basis by the Provost.
- j. Scholarship Load Equivalencies. Messiah offers a number of internal grant opportunities and has a scholarship load reallocation program that reallocates teaching load units to scholarship.
- k. Administrative and Other University Assignments
 - (1) From time to time, ranked faculty members will take on administrative assignments within the institution. All such assignments must be approved by the relevant School Dean and the Provost.
 - (2) In each instance, a job description with appropriate accountability requirements will be developed and be on file in the Office of the Provost.
 - (3) The load units assigned to the administrative assignment will be determined by the Provost.
- l. Circumstantial Adjustments to Contracted Workload. It is recognized that occasionally exceptional circumstances arise where adjustments may need to be made to the balance of teaching, scholarship, and service, to allow a faculty member to manage the contracted workload. Examples include (but are not limited to) deferring participation in a load reallocation program, covering an unexpected faculty vacancy in the department, accreditation reviews, etc. These adjustments are expected to be rare, not the norm, and will be handled on a case-by-case basis through conversation between the faculty member, department chair, dean, and provost.
- m. External Grant Guidelines for Faculty [See Part VI below]

4. Team Taught Courses

Team-teaching a departmental lecture/discussion course is permitted subject to the approval of the department chair and school dean. For IDS courses, approval is granted by the Dean of General Education, Common Learning & Academic Success and Associate Provost. For full load allocation (e.g., for 3 LUs for each faculty in a 3 credit course) it is assumed (1) that all members of the team will be present in all classes and (2) that the normal enrollment limit for the course will be increased by how many faculty are on the team (e.g., in the case of two-member team, the limits for a course that is normally 35 student limit will be set at 70 students). If the team members plan to not always be present or if the team desires a lower enrollment, the LUs will be pro-rated accordingly by the Provost.

5. *Independent Studies, Directed Studies, and Practica*

- a. It is assumed that from time-to-time Ranked Faculty will agree to guide independent studies, directed studies, and practica with individual students. Faculty are under no contractual obligation to guide these studies and, if they choose to do so, they should limit their involvement to no more than two per semester. Such activities count toward institutional service.
- b. Load units awarded to ranked faculty members for leading directed and independent studies must be taken as an overload.
- c. Independent Studies and Directed Studies for undergraduate students are funded according to the following formula: Faculty receive 1/9 of a load unit for each student credit generated (e.g., faculty receive .33 load units for one 3-credit directed study with one student). Faculty are paid at the same rate as adjunct/overload pay during the school year.

6. *Provost's Seminar and New Ranked Faculty Loads*

- a. Term-tenure track faculty who are newly hired are given a three load unit reduction in the fall semester of their first year of teaching. As a part of this load reduction, they are required to participate in the Provost's Seminar and additional orientation activities related to Christian scholarship. If needs in the department do not make it possible to grant the three-hour reduction in the fall, the new faculty member will be given the three-hour reduction in the spring or following fall.
- b. Lecturers who are in continuing positions are given a three load unit reduction in the fall semester of their first year of teaching. As a part of this load reduction, they are required to participate in the Provost's Seminar and additional orientation activities related to Christian scholarship. If needs in the department do not make it possible to grant the three-hour reduction in the fall, the new faculty member will be given the three-hour reduction in the spring or following fall.
- c. Ranked faculty on temporary assignments, visiting professors, and scholars-in-residence may choose to participate in Provost's Seminar, but such participation is not accompanied by any load credit or other compensation. If they participate in Provost's Seminar and are later hired into a term-tenure track position, they will participate in orientation activities related to Christian Scholarship and will receive a three-hour teaching load reduction in the fall of first semester of teaching under this new assignment.

7. Overloads and Overload Payment

- a. An overload is any load unit above the 24 teaching workload units accumulated in a given academic year. Overload payment is paid only once a year, in a lump sum in May, even if the overload units were accumulated during the fall semester. Lump sum payments may result in a higher percentage of federal withholding that would otherwise be the case.
- b. Overloads are limited to a maximum of four load units for the academic year. Exceptions to this must be approved by the School Dean and the Provost. Ordinarily, overloads are not a part of the Ranked Faculty member's contracted workload. Overloads are only added after conversation with the Ranked Faculty Member's Department Chair (or Program Director) and School Dean.

8. Load Issues Related to Undergraduate Summer Session

- a. Summer session is not part of a faculty member's contracted load.
- b. Faculty members teaching in summer session will be paid at the normal adjunct/overload rate. Courses must have at least six students. If the course is under-enrolled, the faculty member has the option of teaching the course on a pro-rated basis. Faculty will normally receive a lump-sum payment in the second pay in June.
- c. Team-taught summer courses where both faculty are present during the whole course must have 12 students for each to receive full payment. A team-taught course, where the teaching responsibilities are divided, must have 18 students to receive full payment.
- d. Messiah faculty may guide independent studies, directed studies, and practica with Messiah students during the summer. Faculty receive 1/6 of a load unit for each student hour generated (e.g., faculty receive .5 load units for one three-hour directed study). Faculty are paid at the same rate as overload pay during the school year.
- e. A faculty member may supervise no more than a total of three independent studies, directed studies, or practica in a given summer.
- f. Students may arrange summer independent studies, directed studies, and practica with Messiah adjunct faculty only with the approval of the appropriate Department Chair and the Dean.
- g. Students must register for directed studies, independent studies, and practica in the term they are taken. In other words, no student is allowed to complete the work for a directed study, independent study, or practica during the summer and then register for this course in the fall or spring term.

9. Load Issues Related to May-Term Cross-Culturals

- a. May-Term cross culturals are always built into a faculty member's spring semester load. Only one cross-cultural course can be built into the 24 load units of a normal faculty teaching load.

- b. If the May-term course is a part of the faculty member's normal load (24 load units), the course should have at least 12 students per faculty member. If the faculty member is teaching the course as an overload, then the course should have an enrollment of at least 9 students. Loading for enrollments below these targets will be pro-rated.
- c. Faculty teaching a May-Term cross-cultural will be paid by June 30.

10. *Reduced Teaching Load for Reduced Pay Policy*

A term-tenure track ranked faculty member or lecturer (as it pertains to them and their circumstances) wishing to take a reduced load for reduced pay must submit a request in writing to the Provost. After consulting with the School Dean and Department Chair, the Provost will make a recommendation to the President. If granted, the following conditions will apply:

- a. The reduction may not exceed six load units in a contract year. Subsequent requests need to be reviewed on an annual basis.
- b. The individual must continue to fulfill all the obligations of full-time faculty for institutional service, including committee service, departmental participation and advising.
- c. The standard faculty evaluation policies will continue to apply.
- d. Annual service credits toward salary increments, promotion, term tenure and sabbatical eligibility will be awarded.
- e. The salary paid will be pro-rated based on the number of load units taught.
- f. All full-time fringe benefits shall remain in effect; however, those benefits based on percentage of salary will be calculated according to actual salary received.

B. Faculty Instructional Absence Policy

1. *Face-to-Face Instruction*

Faculty members are expected to meet all of their assigned face-to-face classes in person. Any physical absences must be communicated and processed as outlined below.

- a. Anticipated Absences – these are absences that can be anticipated far enough in advance for the faculty member to make advance plans to cover the instructional time.
 - (1) Professional Absences (e.g., professional conferences, invited presentations, and accreditation site visits)
 - (a) At least two weeks in advance of the anticipated absence, the faculty member shall submit in writing (e.g., via email) an absence request to their department chair or program director, copying their school dean.
 - (i) The faculty member shall provide the date of their absence, the specific class meetings to be missed, and the reason for the absence.
 - (ii) The faculty member shall also outline, in a few sentences, their plans to cover the instructional time for each of the class meetings to be missed.

- (b) Within one week of receiving the faculty member's request, the department chair or program director shall review the request and respond to the faculty member, either approving their absence and class coverage plan or, if they turn down the request, providing the reason for turning it down (e.g., excessive absences in a given semester, insufficient class plans). This response shall be copied to the school dean.
 - (c) If the faculty member anticipating a class absence is a department chair or program director, they must submit the request to their school dean, who responds to the request.
- (2) Personal Absences (e.g., distant weddings, hard-to-schedule medical appointments)
- (a) At least two weeks in advance of the anticipated absence, the faculty member shall submit in writing (e.g., via email) an absence request to their department chair or program director, copying their school dean.
 - (i) The faculty member shall provide the date of their absence, the specific class meetings to be missed, and the reason for the absence.
 - (ii) The faculty member shall also outline, in a few sentences, their plans to cover the instructional time for each of the class meetings to be missed.
 - (b) Within one week of receiving the faculty member's request, the school dean shall review the request and respond to the faculty member, either approving their absence and class coverage plan or, if they turn down the request, providing the reason for turning it down. This response shall be copied to the department chair.
- b. Unanticipated Absences – these are absences that cannot be anticipated far enough in advance for the faculty member to make plans to cover the instructional time (e.g., illnesses or medical emergencies, family-related emergencies, and last-minute transportation problems)
- (1) When illness or emergency unexpectedly prevents a faculty member from meeting a class, the faculty member shall communicate clearly and proactively with students on their Canvas course site (prior to the class meeting, if possible).
 - (2) The faculty member shall inform their department chair (or program director) and their school dean of the missed class in a timely manner.
 - (3) Making Up a Missed Face-to-Face Class:
 - (a) If it is possible to make up a missed face-to-face class, the faculty member may do so, so long as the make-up plan does not place undue demands on students in the class. Such plans must be approved by the faculty member's department chair or program director (or dean, if the faculty member is a department chair or program director).
 - (b) If the missed face-to-face class cannot be made up per se, the faculty member shall endeavor to help their students achieve the learning objectives for the missed class in another way.

(c) A faculty member may choose to compensate for an unanticipated face-to-face absence during the scheduled class time, by turning the class into a synchronous online meeting. Doing so is not a university expectation, but it is permissible if a faculty member is unable to get to campus (e.g., is snowbound). If a faculty member changes a face-to-face class meeting to an online meeting, they must communicate proactively with students via their Canvas course site before the class is scheduled to meet; and they must inform their department chair or program director of this change as soon as possible.

(4) If the faculty member anticipates further absences after the missed class (e.g., due to a continuing illness), the faculty member shall develop course coverage plans in conversation with their department chair or program director (or dean, if the faculty member is a department chair or program director).

2. Synchronous Online Instruction

- a. In synchronous online instruction, the faculty member and their students meet together at the same time, but not in the same physical space. Rather, they are meeting in a virtual environment. A faculty absence in this case means that the faculty member will not be present virtually at the designated class time.
- b. For synchronous online instruction, a faculty absence from the virtual class environment carries the same set of expectations, and should follow the same protocol, as outlined above for faculty absences from face-to-face classes, namely:
 - (1) Anticipated absences require the faculty member to develop a coverage plan in advance, and have it approved by their department chair (or program director) or dean.
 - (2) Unanticipated absences require the faculty member (1) to communicate proactively with their students, department chair (or program director), and dean; (2), if possible, to help students achieve the learning objectives of the missed class.

3. Asynchronous Online Instruction

- a. In asynchronous online instruction, the instructor provides content or activities that students access on their own as their schedule allows. In other words, the faculty member is not providing instruction at a particular time. A faculty absence in this case means that the faculty member has not developed and enabled asynchronous instruction for students to proceed through the course according to the schedule outlined in the syllabus.
 - (1) If a faculty member providing asynchronous instruction is unable to provide instruction according to the schedule outlined in the syllabus, the faculty member shall communicate proactively with their students, notifying them of the revised schedule.
 - (2) If a faculty member providing asynchronous instruction falls behind schedule in providing that instruction, the faculty member shall communicate this to their department chair or program director and copy the school dean.

- b. In addition to providing instruction in a timely manner, the instructor teaching asynchronously is required to communicate with students in their course in a timely manner, and to be available to them on a regular basis as they navigate the course. These expectations shall parallel what is expected of faculty members who are teaching face-to-face courses (e.g., being available to students on a regular basis, responding to emails in a timely manner).

C. Availability to Students and Communication Expectations

1. Availability to Students

- a. During their contracted academic year and when classes are in session, ranked faculty members are to demonstrate availability and responsiveness that reflects the full-time nature of their position. This means avoiding significant personal or outside professional commitments that are not compatible with full-time work.
- b. Generally speaking, faculty members are expected to be available to students (e.g., for office hours) each week when they are under contract, except when the university is closed.
- c. Faculty members are encouraged to establish clear boundaries, with assistance from their program director or chair, for when they are not available to students.

2. Communicating Availability to Students

- a. As is the case with all University employees, full-time faculty are expected to keep an up-to-date Outlook calendar that indicates their availability to students and colleagues.
- b. Some departments/programs may have other expectations for their faculty regarding how to communicate their availability to students and colleagues; these expectations cannot replace the requirement to keep an up-to-date Outlook calendar.
- c. Some in-person faculty members may wish to post printed schedules on their office doors, but this practice is not mandated by the University.

3. Responding to Email Communication from Students

- a. When under contract, full-time faculty members are expected to read their email and respond to it (if a response is warranted) within 1-2 business days.
- b. Periodic circumstances may prevent a response within the time frame above. During this time, it is expected that faculty members will make this known to students (and others at the university) who may try to contact them (e.g., by using an email auto-reply message).
- c. Full-time faculty members on nine-month contracts are expected to set email auto-reply messages so that students know how to receive assistance during the period when the faculty member is not under contract.

4. Advising

- a. All term-tenure track and clinical track faculty members are expected to be involved in academic advising with a minimum of 10 students up to a maximum of 30 students. This is considered to be part of the full-time load. It is up to each department to distribute its students for advising.

- b. Term-tenure track and clinical track faculty members may be called upon to assist with advising undeclared students if their academic departmental advising load falls below ten students. In such cases, the Director of Advising works with the Department Chair and provides appropriate in-service education and support for the faculty advisor. Advising undeclared students constitutes institutional service.
- c. Lecturers shall be expected to serve as curricular advisors as deemed appropriate by their departments.
- d. Visiting Professors and Scholars/Artists-in-Residence shall not be expected to serve as academic advisors.

PART IV: FACULTY ETHICS, RIGHTS, AND RESPONSIBILITIES, AND EDUCATORS' RIGHTS AND PRIVILEGES

A. Statement of Professional Responsibilities

For the University to be effective as a Christian community dedicated to academic pursuits, it is necessary for individual faculty members to assume responsibilities related to students, colleagues, the institution, their profession, and the surrounding community. In these various relationships, the faculty member should be guided by a deep commitment to Christ, to the advancement of knowledge and wisdom in keeping with the centrality of Christ, and to others as persons before God and not simply for the roles they assume in society. The following guidelines are not intended to be exhaustive. They indicate, however, some essentials of professional credibility within a community of Christian scholars.

B. Relation to Students

- 1. Faculty will meet classes regularly and make alternative arrangements if absence is necessary.***
- 2. Faculty will strive to improve their teaching performance by clearly setting forth course objectives and establishing appropriate course requirements, by carefully preparing both the content and the method of instruction, and by making optimum use of class time for instructional purposes.***
- 3. Faculty will cultivate objectivity in their treatment of materials, equity in evaluating students' work, and respect for viewpoints other than their own.***
- 4. Faculty will seek informal contacts with students and mentor students by showing interest in their endeavors and inviting them, as appropriate, to share in the endeavors of the faculty member.***
- 5. In all of this, the faculty member will act with a view to the development of mature Christian persons.***

C. Responsibilities to Colleagues

- 1. Faculty will support academic and spiritual goals and will abide by the policies of the University.***

- 2. Faculty members are strongly encouraged to participate in spiritual activities such as Chapel and special meetings.*
- 3. Faculty members are expected to attend meetings of assigned committees and be involved in other appropriate University governance activities.*
- 4. Faculty members will seek change in a constructive fashion by responsible dissent and by participation in the evaluation and decision-making processes of the institution.*
- 5. In all of this, the faculty member will act as one whose work is their loving service to God and others*

D. Responsibilities to Academic Profession

- 1. Faculty will uphold high scholarly standards and will encourage outstanding students to enter the academic profession*
- 2. Faculty will seek to grow professionally by keeping current in their discipline, by continuing personal study, and by holding membership and participating in professional societies. The faculty member is encouraged to make scholarly contributions by means of a regular program of research and publication while giving primary attention to teaching.*
- 3. In all of this, the faculty member will seek to apply Christian perspectives to their activities.*

E. Responsibilities to Community

- 1. Faculty are expected to participate in the life of a local church and are encouraged to exercise leadership in the larger Christian community.*
- 2. The faculty member should exercise the rights and obligations of citizenship, including the right to participate in political organizations and meetings and to publicize their views on political and social issues. It should be clear that the faculty member is acting in these ways as a private citizen rather than as a representative of the University.*
- 3. Faculty are encouraged to participate in civic affairs and community organizations.*
- 4. Faculty should conduct their business and social life with integrity and with consideration for the rights and interests of others.*

F. Academic Freedom

- 1. Institutions of higher education exist for the pursuit and the dissemination of truth, both of which require freedom to explore, discover, and share ideas. Messiah University believes that Christian faith embodies and is foundational to this pursuit of truth. Therefore, Messiah University will protect its educators' freedom in their search for truth and its expression in their teaching, scholarship, and other duties related to the educational program.*

2. *This “academic freedom” is not absolute. All pursuits of truth operate under some constraints that depend on the identity of the institution. Thus, in addition to needing to abide by established University policies regarding the performance of their teaching, scholarship, and other duties related to the educational program, members of the Messiah University Community of Educators agree to exercise their academic freedom within prescribed intellectual boundaries outlined in the documents referenced in the contract. These documents, which define Messiah University’s institutional identity, provide the context in which academic freedom shall be understood at Messiah University and in the remainder of this statement.*
3. *Any changes in these contractual agreements must be processed through proper institutional procedures.*
4. *Educators are entitled to freedom in classroom discussion, but classroom discussion should support and not detract from the learning objectives of the class.*
5. *Educators are entitled to freedom in research, creative endeavor, and their dissemination, subject to the standards of academic scholarship and the adequate performance of other institutional obligations.*
6. *Educators are entitled to freedom as they function in their role as citizens in society. At all times, educators should strive for accuracy, exercise appropriate restraint, and show respect for the opinions of others. In the role of citizen, when expressing personal opinions, educators should not claim to be institutional spokespersons.*
7. *Concerns regarding academic freedom should be brought to the Provost. After consulting with the educator involved, the Provost will ascertain whether or not the case may have significant consequences for the University or the educator in the employ of the University. If the consequences are deemed significant, the Provost shall call a meeting of the Term-Tenure and Promotion Committee supplemented by the educators on the Administrative Council to review issues of academic freedom in regard to specific situations. The situations may be in one of two categories:*
 - a. The educator is accused of violating boundaries, or
 - b. the educator believes their academic freedom has been inappropriately restricted by the University.

This committee, without the Provost, after careful consideration and consultation with the educator, Dean, Department Chair, and/or appropriate supervisors involved, will send its findings to the Provost regarding what transpired and how this comports with Messiah’s academic freedom policy. The Provost, after reviewing these findings, will determine the appropriate response. Appeals of this decision should be addressed to the President. The educator has the option of appealing the President’s decision to the Committee on Education of the Board of Trustees, whose decision is final.

PART V: SALARY, BENEFITS, AND SUPPORT SERVICES

A. Salary and Fringe Benefits

1. Term-Tenure Track Salary

Persons filling term-tenure track positions shall be remunerated according to the salary scale adopted by the Ranked Faculty Meeting in March 1999. Policies adopted at that time delineate the way in which term-tenure track hires are initially placed onto that scale, as well as the process by which term-tenure track faculty members may climb the scale via annual steps and merit-based promotions.

2. Definitions

- a. Base Salary: A ranked faculty member's contracted salary.
- b. Total Compensation: Base salary plus fringe benefits.
- c. Salary Schedule Base: The first or lowest step for Instructor. This is the monetary amount upon which all salaries are calculated. A change in the salary schedule base results in a corresponding change in all salaries on the schedule.
- d. Service Step: The incremental change from one step to the next within any rank.
- e. Step Limit: The maximum salary paid at a given rank in a given year.
- f. Schedule Adjustment: The increase in the base from one year to the next.
- g. Total Salary Increase: The schedule adjustment increase plus the step increase.
- h. Yearly Salary Goal: The percentage that must be added to the base to meet comparison targets.

3. Salary Schedule

The current schedule is on file in the Office of the Provost.

4. Initial Placement on the Salary Schedule

- a. Placement on the salary schedule requires at least a master's degree. Placement in the Assistant, Associate, and Full ranks imply a terminal degree.
- b. For newly hired Instructors and Assistant Professors with prior experience, the School Dean, in consultation with the Department Chair, will use the following guidelines for determining initial placement on the schedule:
 - (1) Full-time University teaching at hired rank – 1:1 (each year of experience is worth one step, with no limit except for the step limits of the schedule).
 - (2) Instructors and Assistant Professors who receive less than six steps due to full-time University teaching at hired rank can receive step credits for other sorts of prior experience. In these cases, however, six steps (including those gained through full-time University teaching at hired rank) will generally be the maximum number of steps awarded. Other kinds of prior experience include:
 - (a) Full-time University teaching below Assistant Professor rank—1:1 (up to six steps).
 - (b) Part-time University teaching (e.g., adjunct, graduate teaching assistant)—1/8 step per semester course taught.
 - (c) Public/private school teaching at primary or secondary level—one step for every two years of previous experience.
 - (d) Professional experience related to appointment—one step for every two to three years of previous experience.

- (3) Newly hired Associate and Full Professors with prior University teaching experience will normally be awarded one step for each year of teaching experience at hired rank.
- 2. Promotion is the one place in the proposed schedule where a salary increase is directly tied to merit. Faculty are hired with the expectation that they will move through the ranks. Hence, the proposed schedule is constructed to encourage faculty to move expeditiously through the ranks.**
- 3. The promotion increase percentage is the percentage increase in salary due to promotion. In other words, it represents the increase beyond the salary the individual would have received if they had not been promoted.**
- 4. At promotion, faculty will be assigned to a step in the higher rank in the following way:**

Step Prior to Promotion	Step After Promotion	Step Prior to Promotion	Step After Promotion
Assistant 6	Associate 0	Associate 6	Full 0
Assistant 7	Associate 1	Associate 7	Full 1
Assistant 8	Associate 2	Associate 8	Full 2
Assistant 9	Associate 3	Associate 9	Full 3
Assistant 10	Associate 4	Associate 10	Full 4
Assistant 11	Associate 5	Associate 11	Full 5
Assistant 12	Associate 6	Associate 12	Full 6
Assistant 13	Associate 7	Associate 13	Full 7

- 5. When a Lecturer qualifies for advancement to the Assistant Rank, the step placement is determined by the higher of the following two options:**
- They are granted one step for each year of full-time teaching (up to six steps), or
 - Their current salary is adjusted by the yearly schedule adjustment and then placed in the Assistant step that is equal to or more than this salary figure.
- 6. Yearly Schedule Adjustment**
- Adjustments to a faculty member's base salary are determined by two factors: (1) the yearly service step and (2) the yearly schedule adjustment. Those who have reached the salary maximum at a given rank receive only the yearly schedule adjustment.
 - The yearly schedule adjustment will consider the following three factors:
 - The cost of living in the previous year.
 - The average salary for faculty at each rank will be targeted to be within 97.5–110% of the median of the evenly weighted average salaries for faculty at the corresponding rank at comparison institutions.
 - The average salary for the entire faculty will be targeted to be within 97.5–110% of the evenly weighted average of the medians of the average salaries for faculty in each rank at comparison institutions.

- c. Normally, the average salary of the whole faculty will be used in yearly comparison calculations; correspondingly, the salary schedule will normally be adjusted only by an increase to the schedule's base.
- d. Full Professors, Senior Lecturers, and Clinical Track Associate Professors at the top of the salary scale receive at least the yearly schedule [base] adjustment increase. However, in years when the annual base increase is lower than the CPI and the annual base increase (dollar value) for full professors (or senior lecturers or clinical track associate professors) at the top step is also less than the step size for full professors (or senior lecturers or clinical track associate professors), full professors (or senior lecturers or clinical track associate professors) at the top step will receive the CPI up to but not to exceed the step size (dollar value) for full professor (or senior lecturer or clinical track associate professors). The increase above the base will come as a cash payment and will not be added to the base salary.
- e. Comparisons by rank will be monitored. Each rank should be within the 97.5–110% range. If a pattern emerges in which one or more of the ranks is significantly out of line with the peer comparison group, it would be appropriate to consider some adjustment by rank.
- f. Fiscal exigency might result in schedule adjustments less than the above targets.

7. Annual Salary Adjustment Protocol

- a. In the late summer, the Office of Institutional Research compiles the relevant Ranked Faculty salary comparison group data.
- b. In early fall, the Ranked Faculty Affairs Committee (RFAC) analyzes the salary comparison group data and determines the salary base adjustment and any necessary rank adjustments that the data indicates. The Chair of the RFM, Provost, and the Vice President for Finance and Strategic Planning review and confirm the RFAC salary comparison data analysis.
- c. The RFAC presents the comparison group salary analysis to the Ranked Faculty Meeting for confirmation of this analysis. This analysis, as affirmed by the RFM, is sent to the Provost and the Vice President of Finance and Planning for inclusion in the President's Cabinet discussion related the formation of the Ranked Faculty salary parameter.
- d. The President's Cabinet gives leadership to developing the budget parameters. The Provost keeps the Chair of the Ranked Faculty apprised of developments in the President's Cabinet discussions relative to compensation and other budget parameters. In particular, the Provost will update the Chair on developments in and the overall status of the budget prior to when the RFAC presents the salary parameter analysis at the fall RFM.
- e. The University Council, a group that includes the chairs of all three personnel groups as well as the COE chair and student body president, will review the progress in the development of the overall budget parameters during the fall.

- f. In September, the Vice President for Finance and Planning presents the projected tuition and fees for the following year, in the context of other available budget parameters, to the President's Cabinet, which makes a recommendation to the University Council.
- g. A Budget Update including the projected tuition and fees is reported to the University community prior to the October Board of Trustees meeting. The RFM and COE Senate will formally forward a response to the information presented at the Budget Update to the University Council. The Staff and Administrative Councils may also formally forward a response to the information presented in the Budget Update to the University Council at the discretion of their respective chairs. The University Council will then send its recommendation on Tuition and Fees to the President, who makes recommendation to the Board in its October meeting,
- h. In January, The VP of Finance and Planning provides to the University community a mid-year update that addresses enrollment, retention and other relevant parameters.
- i. By April 15, contracts for ranked faculty are distributed. These contracts include an offer of employment with current step and salary and will include any approved promotions.
- j. In April, the Vice President for Finance and Planning will present a final budget that includes all the parameters including proposed salaries and benefits to the University community at the Spring Budget Forum. The Ranked Faculty Meeting and the COE Senate will formally forward a response to the information presented at the Budget Forum on to the President's Cabinet. At the discretion of their respective chairs, the Administrative and Staff Councils may also choose to formally forward a response to the information presented at the Budget Forum on to the President's Cabinet.
- k. After receiving responses from the governance bodies, the President's Cabinet recommends a final budget that includes all the parameters including salaries and benefits to the University Council, which makes a recommendation to the President, who make the final recommendation to the Board. If there are changes to what was projected in faculty compensation, this will be communicated to the RFM prior to action by University Council.
- l. The Board of Trustees will vote in May to approve the budget with all parameters conditionally finalized, based on the current enrollment and discount rate numbers.
- m. Should any parameters (e.g., enrollment projections) change between May and June in a way that would require adjustments to the budget, the Executive Committee of the Board may adjust, with input from President's Cabinet, remaining budget parameters (other than tuition and fees).
- n. The June decision of the Executive Committee of the Board to either affirm the budget as approved in May or make changes will be the final step in approval of the budget.

- o. Any salary increases indicated by the budget parameters will be finalized when the Board approves the final budget in June. Faculty step movement and increases in base salary will be reflected in the contract addendum that is issued by the Provost's Office after the June action of the Executive Committee of the Board.
- p. Ranked faculty contract addendums, which reflect finalized salaries, are sent to all Ranked Faculty in June, shortly after approval of the final budget. Letters of appointment to staff and administrative employees are sent out in late June or early July.

8. Clinical Track Salary

Persons filling clinical track positions shall be remunerated according to the salary scale adopted by the Ranked Faculty Meeting in March 1999.

- a. Placement on the Salary Schedule. Placement on the salary schedule requires at least a master's degree. Placement in the Assistant Professor (clinical track) and Associate Professor (clinical track) ranks implies a master's degree.
 - (1) For newly hired Assistant Professors (clinical track) with prior experience, the School Dean, in consultation with the Department Chair or Program Director, will use the following guidelines for determining initial placement on the schedule:
 - (a) Full-time University teaching at hired rank—1:1 (each year of experience is worth one step, with no limit except for the step limits of the schedule).
 - (b) Assistant Professors (clinical track) who receive less than six steps due to full-time University teaching at hired rank can receive step credits for other sorts of prior experience. In these cases, however, six steps (including those gained through full-time University teaching at hired rank) will generally be the maximum number of steps awarded. Other kinds of prior experience include:
 - (i) Full-time University teaching below Assistant Professor rank—1:1 (up to six steps).
 - (ii) Part-time University teaching (e.g., adjunct, graduate teaching assistant)—1/8 step per semester course taught.
 - (iii) Public/private school teaching at primary or secondary level—one step for every two years of previous experience.
 - (iv) Professional experience related to appointment—one step for every two to three years of previous experience.
 - (2) Newly hired Associate Professors (clinical track) with prior University teaching experience will normally be awarded one step for each year of teaching experience at hired rank.
- b. Promotion and Clinical Track Faculty Salary Schedule

- (1) Promotion is the one place in the proposed schedule where a salary increase is directly tied to merit. Faculty are hired with the expectation that they will move through the ranks. Hence, the proposed schedule is constructed to encourage faculty to move expeditiously through the ranks. Clinical track faculty cannot be promoted beyond Associate Professor (clinical track). Clinical track faculty may be switched to term-tenure track when the criteria for being a term-tenure track faculty member (e.g., an approved terminal degree) have been met.
- (2) When a clinical track faculty member completes a terminal degree, they may request to be switched to the term-tenure track. Typically, if the track switch is approved, their appointment will be changed to the same rank and salary scale on the term-tenure track. In addition, the faculty member is now eligible for term-tenure and eventual promotion to the rank of Full Professor.

9. Lecturer Salary

Persons filling lecturer positions shall be remunerated according to the lecturer salary scale. The salary scale for lecturers is modeled on the term-tenure track salary scale, i.e., it is an indexed scale with a base salary, salary steps, and step limits. The lecturer salary scale reflects the existence of two different ranks: Lecturer and Senior Lecturer. The base salary of the Lecturer and Senior Lecturer ranks (i.e., Step 1 in each rank) is to be adjusted each year by the same percentage that the term-tenure track salary scale base is adjusted; since the scale is an indexed scale, the other steps on the salary scale will receive the same percentage increase that the base receives. The lecturer scale shall be constructed and operated according to the following guidelines:

- a. Lecturers shall be remunerated at 86 percent of the Assistant Professor salary. In other words, a Lecturer in Step 1 of the Lecturer rank shall receive 86 percent of the salary an Assistant Professor in Step 1 receives.
- b. Senior Lecturers shall be remunerated at 90 percent of the Assistant Professor salary. In other words, a Senior Lecturer in Step 1 of the Senior Lecturer rank shall receive 90 percent of the salary an Assistant Professor in Step 0 receives.
- c. The Lecturer rank shall have seven steps (Steps 1-7), and the Senior Lecturer rank shall have thirteen steps (Steps 1-13). In other words, once a Lecturer reaches Step 7, or Senior Lecturer reaches Step 13, they have reached the step limit, meaning they no longer receive annual step increases (although they do receive annual percentage increases to the base).
- d. All newly hired lecturers shall be placed in the Lecturer rank, with the operative assumption being that each new hire shall be placed in Step 1 of the Lecturer rank. However, three additional steps may be awarded for the following reasons:
 - (1) Full-time University teaching experience, awarded on a 1:1 basis (i.e., one step for one year of University teaching experience).
 - (2) Full-time teaching in a non-University setting, awarded on a 1:2 basis (i.e., one step for two years of teaching experience).

- e. Promotion from Lecturer (Step 7) to Senior Lecturer (Step 1) may occur after a Lecturer has served their Step 7 year as a Lecturer. In addition to having attained Step 7 of the Lecturer rank, the Lecturer's teaching must be judged to be "meritorious" to receive a promotion from Lecturer to Senior Lecturer.

10. Visiting Professor Salary

Persons filling visiting professor positions shall be remunerated as deemed suitable by the Provost. The term-tenure track salary scale shall serve as a general framework in this regard, but the special nature of the visiting professor position makes it difficult to systematize the salaries of persons who, for various reasons, may serve the University as visiting professors.

11. Scholar/Artist-in-Residence Salary

Persons filling scholar/artist-in-residence positions shall be remunerated as deemed suitable by the Provost.

12. Fringe Benefits for Teaching Faculty

This section summarizes the benefits that shall be awarded to the various teaching faculty categories. Please note that this section does not comprise a continuing contract between persons filling these positions and Messiah University (since the University's benefits plan may change). It does, however, summarize the University's intention for distributing benefits in the immediate future. For a full delineation of benefits and benefits policies, see Policy and Procedure Manual.

- a. Term-Tenure Track. Eligible for full benefits, including medical insurance, dental insurance, educational assistance, retirement plan, life insurance, and disability insurance.
- b. Clinical Track. Eligible for full benefits, including medical insurance, dental insurance, educational assistance, retirement plan, life insurance, and disability insurance.
- c. Lecturers. Eligible for full benefits, including medical insurance, dental insurance, educational assistance, retirement plan, life insurance, and disability insurance.
- d. Visiting Professors. Eligible for full benefits, including medical insurance, dental insurance, educational assistance, retirement plan, life insurance, and disability insurance.
- e. Scholars/Artists-in-Residence. Eligible for benefits as deemed suitable by the Provost.

B. Institutional Support Services

1. Office Space

Private office space shall be made available to all full-time teaching faculty, as available. School deans, in consultation with the faculty member's department chair or program director, will assign faculty offices. Each office will be equipped with the furniture (e.g., desk, storage) and technology (e.g., desktop computer, laptop computer, monitor) that are necessary for the faculty member to perform their job responsibilities. Requests for exceptions to standard equipment should be made to the relevant school dean.

2. Administrative Assistants

Academic departments and programs are served by Administrative Assistants having the following responsibilities:

- a. Provide general secretarial services to the designated Department Chair(s) and Program Director(s).
- b. Provide the following secretarial services to all faculty in the department(s) or program(s):
 - (1) Provide appropriate receptionist services, to include referring of inquirers to appropriate faculty.
 - (2) Maintain a file of faculty schedules.
 - (3) Maintain department lists and files, to include files of course syllabi for the department(s).
 - (4) Maintain departmental supplies and handle requests for supplies.
- c. Assist department faculty in the processing of work with Educational Technology Services and the Messiah Press.
- d. Assist in the scheduling and management of department facilities.
- e. Assist in the coordination of department programming such as lectures, concerts, recitals, and other related departmental needs.

3. Information Technology Services

The purpose of Information Technology Services at Messiah University is to advance the mission of the University by providing centrally coordinated computer hardware, software, and support services to the campus.

- a. Develop and maintain a campus-wide network that supports at an adequate level the needs of students and faculty for (1) open access to shareable resources; (2) standard file services; (3) electronic mail; (4) adequate support services in areas such as security and maintenance; and (5) the ability to connect anyone wishing to access the network. The University wishes to provide the connectivity necessary to allow full access to the facilities and other information systems that are available on campus.
- b. Support the development and maintenance of broad basic information systems. Included are areas such as (1) an automated catalog of Murray Library resources; (2) specialized on-line databases; (3) computer-aided instruction; and (4) access to administrative data subject to appropriate security constraints. The University wishes to make available as wide a variety of information as possible.
- c. Maintain a centralized organizational structure that provides for the administration of general computing facilities and coordination for restricted-use facilities on campus. These administrative activities need to allow for:
 - (1) broad-based input into computer-related decisions through the Educational Technology Committee
 - (2) maintenance of systems that are both institutionally and personally owned
 - (3) control of general computing and networking facilities on campus
 - (4) development of computing policies, procedures, and ethical standards
 - (5) centralized budgeting and purchasing for both hardware and software
 - (6) an effective structure for the distribution of hardware and software

- (7) an active and ongoing effort to evaluate new computing products, and
- (8) coordination with Administrative Computing.

The University seeks the advantages of coordination, pricing, and efficiency that are inherent in a centralized structure, while meeting needs in the most responsive and diverse ways possible.

4. *Educational Technology Services*

The mission of Educational Technology Services (ETS) is to provide technology support and consulting services; enable the discovery, exploration, and implementation of emerging technologies; support learning processes; and streamline project management. ETS consults with Messiah University students, faculty, and employees, providing them with innovative support services for multiple technology applications, instructional design, and media production. In addition, ETS maintains a Tech Support Knowledge Base that provides guided instruction on many topics including: connecting to our network, using our learning management system (LMS), and using other productivity applications (Zoom, Microsoft, Google, etc.).

5. *Clinical Practice Outside of the University, Maintaining Licensure, & Contemporary Practice*

Typically, the University does not require faculty to maintain regular clinical work outside of the University. The University does not prohibit faculty from maintaining regular clinical work outside of the University. If a faculty member elects to engage in non-required clinical work outside of the University, this work must not interfere with faculty responsibilities. Their Dean must approve the faculty member's schedule and commitment. In these cases, the University permits faculty receiving compensation for this clinical work.

In some cases, the University, licensing boards, accreditation, etc. may require a faculty member to engage in regular clinical practice outside of the University. If this requirement cannot reasonably be met while maintaining a full faculty load, the Provost will assist the Dean in developing an equitable agreement with the faculty member.

6. *Meal Service*

Each full-time ranked faculty member is credited a specific amount of money on their ID card each semester for use in any of the University dining facilities. The purpose of these funds is to facilitate holistic advising and to increase informal interaction between faculty members and students. Use of these funds for anything other than eating with students has potential tax liability for both the institution and the individual. Additionally, each faculty member may deposit money into a direct deposit account for personal use of the faculty ID card.

PART VI: RANKED FACULTY SCHOLARSHIP AND DEVELOPMENT

A. Professional Development Fund

The Dean of Faculty Development administers a ranked faculty development program that has annual resources of \$1000 per ranked faculty member. These funds are available once the Professional Development and Performance Report is completed and signed by the School Dean. The School Dean will inform the Office of Faculty Development who will release the Professional Development funds to faculty.

B. Conference Participation Fund

1. Administration of Funds

The Dean of Faculty Development administers an annual Conference Participation Fund to support full-time teaching ranked faculty who assume active roles in professional conferences. One request may be funded per ranked faculty member each academic year, and the amount of each award may be a portion of the total request, depending on the number of requests received. First priority shall be given to the following types of requests:

- a. Delivering a paper at a national conference for which proposals are submitted on a competitive basis.
- b. Participating as a major office holder in a national professional organization.
- c. Working participation in a national/international professional conference resulting in the production of a paper.
- d. Delivering an invited address to a national/international professional conference.

2. Additional Funding

If funds are available, consideration will also be given to the following types of requests:

- a. Serving as a respondent, panelist, or poster presenter at a national professional conference.
- b. Chairing a session or presenting awards at a national professional conference.
- c. Delivering a paper at a regional professional conference.
- d. Holding a minor office in a national professional organization conference.
- e. Delivering a paper or an address at a national/international nonprofessional conference

C. Grants and Sabbatical Files

The Grants and Sabbatical Files are used for the ongoing assessment of the faculty grant program and for considering future grants proposed by the faculty member. All funded applications for sabbatical leaves, internal grants, scholarship chairs, and distinguished professorships are open for review by any ranked faculty member throughout the period of active funding.

D. Ranked Faculty Grants Program

The Scholarship and Development Committee oversees the application and selection process for all internal grants. Prorated and full-time ranked faculty are eligible to apply for these grants, which include the following programs. Additional grant opportunities may be added. The listed grants, as well as any additional grant opportunities, will be publicized and maintained by the Dean of Faculty Development. Grant amounts and distribution by category will vary on an annual basis.

1. Curricular Development Grants

Grants of \$500 to \$2,500 (expenses and/or stipend) support development of new courses or the significant revision of existing courses to meet institutional objectives and initiatives.

2. Cross-Cultural Grants

Grants of \$500 to \$2,500 (expenses and/or stipend) support feasibility studies and curriculum development for new cross-cultural courses or revision of existing cross-cultural courses.

3. Teaching Enhancement Grants

Grants of \$200 to \$1,500 (for expenses and/or stipend) support ranked faculty who wish to enhance the quality of teaching. Usually this will involve working on an area of pedagogy that has the potential to enhance instruction on campus as well as make a contribution to the wider teaching profession.

4. Scholarship Grants

Grants ranging from \$1,000 to \$5,000 support new scholarship initiatives as well as the completion of ongoing projects.

5. Financial Arrangements

Summer stipends are based on the current summer pay rate. Typically, summer stipends will not exceed four weeks. Load reduction “buyouts” related to Messiah University grants are based on 125 percent of adjunct replacement costs.

6. Assessment

Recipients of internal grants are required to file a written assessment with the Dean of Faculty Development by June 30.

E. Global Policy Items for Scholarship Programs

1. Combining Programs and Program Overlap

- a. The Workload Reallocation program cannot be combined with Scholarship Chair, Endowed Chair, Distinguished Professorship, or Sabbatical.
- b. Scholarship Chair cannot be combined with Distinguished Professor.
- c. Scholarship Chair, Endowed Chair, Internal Grants, and Sabbaticals can be combined, but in those cases, the ranked faculty member must teach at least nine load units. E.g., only three load units of Scholarship Chair can be combined with Sabbatical
- d. The six load units of the Distinguished Professorship may be combined with a half-year sabbatical.

2. Minimum Teaching Load

The faculty member will not assume institutional responsibilities, Messiah University course reduction opportunities, or external funding (with the exception of fully funded external grants or fellowships) for scholarship that would reduce a faculty member's load beyond six load units of teaching for the year.

3. *Research on Human Subjects*

When submitting applications for funding or course release (Internal Grants, Scholarship Chairs, Sabbaticals, Workload Reallocation, etc.), if the proposed project involves research on human subjects, the application/proposal should speak to the current status of Institutional Review Board (IRB) approval.

F. Scholarship Chairs

During any given year, up to four ranked faculty may hold one of the Scholarship Chairs. Each will receive a six-load unit reduction for two consecutive years and up to a total of \$3,000 for direct expenses, related to their project(s). After the two-year period, the chair will be passed on to another recipient. Two chairs will begin in August of each academic year. Recipients will be responsible for participating in department, School, faculty, and Community of Educators meetings and continue serving as academic advisors. They will be exempt (and permitted to resign) from committee roles and special departmental assignments and other forms of institutional service during their term as a scholarship chair. If a faculty member holds a scholarship chair for two (or more) years of a single term-tenure or promotion review cycle, they will be held to the lower "pre-term-tenure" standard for satisfactory Institutional Service at the time of review.

1. *Eligibility*

Full-time continuing faculty members (including Department Chairs) in each of the respective departments, who have completed at least three years of full-time teaching at Messiah University, are eligible for a Scholarship Chair. (Application may be made in the third year of full-time teaching.) Recipients are eligible to apply again in the third year after completion of the Scholarship Chair. (A recipient of a campus-wide Scholarship Chair who is a member of a department that has an Endowed Scholarship Chair may apply for the Endowed Scholarship Chair in the year following the completion of their campus-wide Scholarship Chair, assuming the department's Endowed Scholarship Chair is open the subsequent year.)

2. *Application Process*

Applications should be submitted to the Dean of Faculty Development by September 15 for chairs which will commence in August of the following academic year. The application shall include:

- a. A narrative of three to four pages explaining the significance of the project, the objectives, likely outcomes, and a schedule of activities. The narrative should explain why the project is important and how it will be accomplished. Applicants who are already participating in the Workload Reallocation Program should communicate those goals and explain how the goals of the Scholarship Chair go beyond the goals set out in the Workload Reallocation Program.
- b. Letters of support from the School Dean and two scholars (at least one from off campus) who can evaluate the academic significance of the project.

- c. Letter from the Dean of Faculty Development indicating that the applicant meets eligibility requirements.
- d. Updated curriculum vitae.
- e. Examples of previous scholarly work (when possible and relevant).

3. Selection Process

The Scholarship and Development Committee will review all applications and recommend approval for up to two to the Provost by November 15. The Provost will meet with the committee to discuss the recommended applications and will announce the appointments by December 1. The Provost's decision will be final. The criteria for selection will be:

- a. Clarity of the objectives, methods, and proposed calendar of activities.
- b. Quality of the applicant's initial preparation and requisite skills to accomplish the project.
- c. The project's significance and promise of scholarly contribution.
- d. The likelihood that the applicant will accomplish the project objectives within the timeframe of the proposed schedule of activities.
- e. If an applicant participating in the Workload Reallocation Program receives a Scholarship Chair, the approved proposal will be sent to their School Dean for informational purposes.

4. Completion

- a. Recipients will submit a two-page summary of activities to the Dean of Faculty Development by June 30 of each year that they occupy the chair summarizing their activities and accomplishments to date. The summary will be placed in the recipient's Grants and Sabbatical File.
- b. Upon terminating the chair, recipients will be expected to summarize the result of their project in a public presentation on campus.

G. Endowed Scholarship Chairs (on rotation)

The University supports rotating Endowed Scholarship Chairs through restricted endowments established by donors and friends of the University. Presently the University has rotating Endowed Scholarship Chairs in two departments: Department of Biblical, Religious and Philosophical Studies (The C. N. Hostetter, Jr. Chair of Religious Studies) and Department of Management and Business (The Harry R. Hitchcock Chair of Business and Management).

1. Description.

Appointments to a rotating Endowed Scholarship Chair will be made on the basis of meritorious scholarly projects—using Boyer's broad definition of scholarship, which includes discovery, teaching, integration, and application. Each recipient of a rotating Endowed Scholarship Chair will receive an annual six-load unit reduction for two consecutive years and up to a total of \$3,000 for direct expenses related to their scholarship project(s).

After the two-year period, the chair will be open to other candidates. The chair will remain vacant if projects of sufficient quality and merit are not proposed. Recipients will be responsible to participate in department, School, faculty, and Community of Educator meetings and continue serving as academic advisors. They will be exempt (and permitted to resign) from committee roles and special departmental assignments and other forms of institutional service during their term as a scholarship chair. If a faculty member holds a scholarship chair for two (or more) years of a single term-tenure or promotion review cycle, they will be held to the lower “pre-term-tenure” standard for satisfactory Institutional Service at the time of review.

2. Eligibility

Full-time continuing faculty members, including Department Chairs, who have completed at least three years of full-time teaching at Messiah University are eligible for a rotating Endowed Scholarship Chair. (Application may be made in the third year of full-time teaching.) A person who fills a rotating Endowed Scholarship Chair may not apply for immediate renewal, but they may reapply in the year following completion of the Endowed Scholarship Chair, assuming the Endowed Scholarship Chair is open the subsequent year. A person who fills a rotating Endowed Scholarship Chair may also apply for a campus-wide Scholarship Chair in the year following the completion of their rotating Endowed Scholarship Chair.

3. Application Process

Complete applications must be submitted to the Dean of Faculty Development by September 15 for chairs which will commence in August of the following academic year. The application shall include the following:

- a. A narrative of three to four pages explaining the significance of the project, the objectives, likely outcomes, and a schedule of activities. The narrative should explain why the project is important and how it will be accomplished. Applicants who are participating in the Workload Reallocation Program should communicate those goals and explain how the goals for the Endowed Scholarship Chair go beyond the goals set out in the Workload Reallocation Program.
- b. Letters of support from the School Dean, the Department Chair, and two scholars (at least one from off campus). The letters from the School Dean and the two scholars should address the project’s significance and promise of scholarly contribution, and the letter from the Department Chair should address the contribution of the project toward the department’s mission.
- c. Updated curriculum vitae.
- d. Examples of previous scholarly work (when possible and relevant).
- e. If a Department Chair is an applicant, the Provost will appoint another member of the department to represent the department in the review process.

4. Selection Process

The Scholarship and Development Committee will review all applications and forward recommendations to the Provost by November 15. The Provost will meet with the committee to discuss the recommended applications and will announce the appointments by December 1. The Provost’s decision will be final. The criteria for selection will be:

- a. Clarity of the objectives, methods, and proposed calendar of activities.
- b. Quality of the applicant's initial preparation and requisite skills to accomplish the project.
- c. The project's significance and promise of scholarly contribution.
- d. The contribution of the project toward the department's mission.
- e. The likelihood that the applicant will accomplish the project objectives within the timeframe of the proposed schedule of activities.
- f. If an applicant participating in the Workload Reallocation Program receives a rotating Endowed Scholarship Chair, the approved proposal will be sent to their School Dean for informational purposes.

5. Completion

- a. Recipients will submit a two-page summary of activities to the Dean of Faculty Development by June 30 of each year that they occupy the chair summarizing their activities and accomplishments to date. The summary will be placed in the recipient's Grants and Sabbatical File.
- b. Upon terminating the chair, recipients will be expected to summarize the results of their project in a public presentation on campus.

H. Randall G. Basinger Chair in Philosophy

1. Description

- a. The Randall G. Basinger Chair in Philosophy is a renewable scholarship chair, i.e., the recipient of the chair, which carries a two-year term, may be awarded the chair for a subsequent term or terms.
- b. The recipient of the Basinger Chair will receive an annual six-load- unit reduction and up to a total of \$3,000 for direct expenses related to their scholarship (e.g., travel to conferences, research supplies or equipment, or other related materials) for no fewer than two years.
- c. The recipient of the Basinger Chair will continue to be responsible to participate in department, School, faculty, and Community of Educator meetings and continue serving as an academic advisor.
- d. Scholarly activity and products produced while holding the Basinger Chair may be counted toward meritorious scholarship during the term-tenure review process.

2. Eligibility

Ranked Faculty members who have a full-time appointment to teach philosophy at Messiah University are eligible to be named to the Basinger Chair.

3. Appointment and Renewal

- a. The President, in consultation with the Provost, will appoint an eligible faculty member to the Basinger Chair.

- b. The President and Provost will review their appointment biannually, and will make the decision to renew the appointment or, alternatively, appoint a different faculty member to the chair.

4. Relationship to Rotating Endowed Scholarship Chairs, Scholarship Grants, and Sabbaticals

- a. If the person appointed to the Basinger Chair holds another Endowed Scholarship Chair (e.g., the Hostetter Chair), the appointee will forfeit the Endowed Scholarship chair.
- b. The person who holds the Basinger Endowed Scholarship Chair may apply for internal grants and may receive sabbatical leaves as normally scheduled.

5. Relationship to Distinguished Professor Chairs

- a. If the person appointed to the Basinger Chair holds a Distinguished Professor Chair, the appointee will forfeit the Distinguished Professor Chair; in this case, however, the initial appointment to the Basinger Chair must be for at least as long as the appointee's remaining term in the Distinguished Professor Chair.
- b. As per the guidelines for Distinguished Professor Chairs, the faculty member who is appointed to the Basinger Chair during their term in a Distinguished Professor Chair will retain the title of Distinguished Professor.
- c. If the faculty member who holds the Basinger Chair is appointed to the Basinger Chair while filling a Distinguished Professor Chair, the same sabbatical parameters will apply to the Basinger Chair holder as apply to those who hold Distinguished Professor Chairs, namely, a sabbatical may be requested as a two-semester leave at three-quarters salary or as a one-semester leave at full salary combined with a semester with a six-load-units reduction.

I. Distinguished Professor Chair

1. Distinguished Professor Chair

The Distinguished Professor Chair is awarded to senior faculty members whose ongoing scholarship is of exceptional significance. The position is competitively awarded to those whose scholarship is esteemed nationally/internationally and who have made exemplary contributions in teaching and institutional service. Up to five ranked faculty may hold this position in any given year. (Anyone appointed to this position directly by the administration is neither included in this policy nor counted in the five positions.)

2. Eligibility

- a. To be eligible to apply for an appointment as Distinguished Professor Chair, a ranked faculty member must have completed at least five years at the Professor level at Messiah University (allowing for review in the fall of the sixth year, with implementation in the fall of the seventh year.)
- b. The term for a Distinguished Professor Chair will be five years. They may reapply for succeeding terms during the fifth year of the term. A candidate seeking renewal must submit a new application including all of the items outlined under the application process.

- c. The focus of the Distinguished Professor program is scholarship. Teaching and institutional service are a basis for being eligible for Distinguished Professor Chair, not criteria for selection.

3. *Benefits and Responsibilities*

- a. Financial stipend or grant for documented scholarship expenses of \$1,500 per academic year.
- b. Course reduction of 30 load units over the five-year term with a maximum of 8 load units of course reduction taken in any given academic year.
- c. The Distinguished Professor Chair will be responsible for participating in governance meetings. They are not exempt from institution-wide committee roles and other forms of institutional service, including service as an academic advisor. A Distinguished Professor Chair may apply for internal grants and may receive sabbatical leaves as normally scheduled. The sabbatical may be requested as a two-semester leave at three-quarters salary or as a one-semester leave at full salary combined with a semester with a six-load-units reduction. However, a Distinguished Professor chair is not eligible to apply for any of the Scholarship Chairs (including Endowed Scholarship Chairs).

4. *Application Process*

- a. Written applications, submitted to the Dean of Faculty Development by September 15, will include:
 - (1) A two- to three-page narrative describing the candidate's contributions and indicating the direction of future scholarship
 - (2) The candidate's curriculum vitae
 - (3) Documentation of the candidate's professional accomplishments (i.e., books, published reviews of candidate's work, etc.)
 - (4) A letter from the School Dean assessing the candidate's record of scholarship as well as teaching and institutional service
 - (5) Letters of support from two faculty members at Messiah, at least one from the candidate's department, assessing the candidate's record of scholarship as well as teaching and institutional service
 - (6) Letters of support from two colleagues at other higher education institutions assessing the candidate's record of achievements in scholarship
 - (7) Letters of support from a present and a former student
 - (8) Copies of student course evaluations from two recent courses and, if desired, other evidence of teaching excellence
- b. Applications may remain active for a three-year period. A candidate must submit updated information each year for items 1-4. Other items do not have to be updated until the fourth year of consideration of an application.

5. *Selection Process*

- a. The chair of the Scholarship and Development Committee and the Provost will confer to select an external evaluator in the candidate's academic discipline/field to evaluate each candidate's written application, emphasizing scholarship contributions to the candidate's field/discipline. The external evaluator must be a non-Messiah colleague. The chair and Provost may consult the candidate's Department Chair to identify the names of potential external evaluators. The written assessment by the external evaluator will become part of the candidate's application.
- b. The Scholarship and Development Committee will review each candidate's application.
- c. The Scholarship and Development Committee will interview each candidate during the fall semester.
- d. The applications of professors who are requesting renewal of a Distinguished Professor position and of those who are applying for a first-time appointment will be assessed using identical criteria; neither will be advantaged nor disadvantaged in the selection process.
- e. Based on the application and interview, the Scholarship and Development Committee will recommend the individual(s) who present the strongest evidence of national/international recognition for scholarly achievement and who are exemplary in teaching and institutional service. Evidence of this record of achievement might include:
 - (1) Outstanding publications (e.g., books, refereed journals, nationally regarded periodicals) or other public demonstrations of scholarly or teaching excellence
 - (2) National/International recognition by professional societies or established critics in the faculty member's field or medium
 - (3) Recognition based on professional merit by groups other than professional societies, such as foundations, government bodies, or community groups
 - (4) Significant research funded by external individuals and/or agencies
 - (5) Enhancement of the national/international reputation of Messiah University
- f. An applicant for a Distinguished Professor Chair may apply in the same year for Scholarship Chair position if he or she is eligible, but two distinct applications must be submitted.
- g. The Scholarship and Development Committee will forward a recommendation to the Provost by November 15. The Provost will review the recommendation and make recommendations to the President whose decision will be final. The Scholarship and Development Committee will inform each candidate of the outcome by December 1.

6. Title

Faculty members who have been awarded the Distinguished Professor Chair retain the title of Distinguished Professor following the term and for the duration of their service as members of the Ranked Faculty at Messiah University. This also applies retroactively to those who were awarded a Distinguished Professor Chair and finished their term prior to the enactment of this policy.

J. Workload Reallocation

1. Rationale

Scholarship is integral to the educational mission of Messiah University, which is to educate our students toward maturity of intellect, character, and Christian faith. Faculty scholarship is essential to creating a learning environment that nurtures intellectual challenge, open inquiry, collaborative scholarship, innovative problem solving, and artistic creativity. Faculty members must be actively involved in scholarship endeavors that may take various forms: discovery, application, integration, and teaching.

2. Relationship of the Workload Reallocation Program to Term-Tenure Renewal Review and Promotion

- a. Faculty who are a part of the Workload Reallocation Program will still be subject to the same term-tenure and promotion procedures to which all term-tenure track faculty members are subject.
- b. Faculty who are not in the Workload Reallocation Program will not be subject to any different (e.g., higher) expectations for term tenure and promotion. In particular, this program does not increase the expectations for meritorious scholarship for faculty who are not in the program. A faculty member can qualify for promotion based on meritorious scholarship without having to be in this program.

3. Eligibility

Any current term-tenure track faculty member is eligible to submit a proposal for admittance into this program. New term-tenure track faculty will be eligible to apply during their first year for the load allocation beginning in their second year of teaching (they already receive a one-course reduction for Provost's Seminar during their first year).

- a. The WLR program will be capped at 33% of eligible undergraduate faculty.
 - (1) Whenever faculty members complete their terms, they will have to reapply. With the 33% limit, re-admittance into the WLR program will be competitive.
 - (2) The Office of the Provost will calculate the number of slots that are open in any given year.
 - (3) While the percentage will remain constant until changed, the number of available slots will increase as the number of term-tenure track faculty increases.
- b. Selection for the WLR program is available to all graduate faculty who meet the criteria, due to PDE expectations that graduate faculty loads reflect an expectation for scholarship. Messiah has chosen to meet this expectation through our existing WLR program. Graduate WLR is funded out of the graduate studies budget and does not impact the cost or participation for undergraduate faculty.

4. Initial Application Process

- a. The proposal must include:
 - (1) A summary assessment that provides evidence of meritorious scholarship according to the criteria outlined for scholarship in Section 6B of the COE Handbook, including a contextualized list of scholarly product(s).

- (2) A description of the scholarship agenda for the next four years. This description should include an overview of the project, anticipated meritorious-level scholarly product(s), and a calendar of proposed activities.
 - (3) A summary of the relationship of the workload reallocation activities to any scholarship activities and goals related to any other program involving a reduced teaching load (e.g., scholarship chair, internal grant course buyout, external course buyout, sabbatical, etc.) in which the faculty member is involved.
 - (4) An updated curriculum vita.
- b. The proposal should be submitted to the Office of the Provost by September 15. A committee comprised of the Provost and the School Deans will review the proposals and select recipients by December 1.

5. Application for an Additional Four-Year Term

- a. In the fall of the fourth year of a faculty member's four-year term, the faculty member has the option of submitting a proposal to the Provost and School Deans for another four-year term.
- b. The application process for an additional four-year term will follow a process similar to the Initial Application Process. The proposal must include:
 - (1) A summary self-evaluation of the scholarship produced during the current four-year term, showing evidence of meritorious scholarship as outlined in Section 6B of the COE Handbook, including a contextualized list of scholarly product(s).
 - (2) A description of the scholarship agenda for the next four years. This description should include an overview of the project, anticipated meritorious-level scholarly product(s), and a calendar of proposed activities.
 - (3) A summary of the relationship of the workload reallocation activities to any scholarship activities and goals related to any other program involving a reduced teaching load (e.g., scholarship chair, internal grant course buyout, external course buyout, sabbatical, etc.) in which the faculty member is involved.
 - (4) An updated curriculum vita.

6. Selection Process.

The criteria for selection will be:

- a. The faculty member is functioning at a meritorious level of scholarship.
- b. The proposed scholarship plan achieves the level of meritorious scholarship.
- c. If there are more proposals that meet the criteria than there are available positions in the program, decisions will be made according to the relative merits of the proposals.

7. Workload Reallocation Annual Report

- a. Those awarded workload reallocation will report on their progress and goals in a workload reallocation addendum to their annual Professional Development and Performance Report.

- b. The faculty member's School Dean will review the workload reallocation portion of the Professional Development and Performance Report and will meet with the individual faculty member if they do not appear to be making sufficient progress. If, after meeting with the faculty member, the School Dean deems that progress to be insufficient, they will inform the other School Deans and Provost, initiating a review of the faculty member's continued participation in workload reallocation. The faculty member will be given the opportunity to provide additional information to support his or her case for making sufficient progress prior to the review of the faculty member's continued participation on workload reallocation by the other School Deans and Provost. After review, the School Deans and Provost may decide to terminate participation in workload reallocation for that faculty member.

8. Program Withdrawal

A faculty member may opt out of this program at the end of any academic year prior to the completion of the normal four-year term.

9. Course Load Policies and Expectations

- a. For term-tenure and promotion, faculty members should be evaluated by the same criteria for teaching, scholarship, and service regardless of participation in WLR or their load. Faculty on WLR are subject to the same overload policy as all term tenure track faculty.
- b. If a faculty member on WLR receives a Sabbatical, s/he will be functionally removed from the WLR program for one year, and this year will count as one of the four years of the program. For example, if a faculty member receives a Sabbatical during what would have been the second year of the WLR program, h/she will return to the WLR program in the third year of the four-year term. Faculty will have to revise their WLR goals in light of the transition.
- c. If a faculty member on WLR receives a Scholarship Chair or an Endowed Chair, s/he will be functionally removed from the WLR program for two years, and these years will count as two of the four years of the WLR program. If he or she receives a Scholarship or Endowed Chair during their third or fourth year of the WLR program, h/she can reapply for an additional four-year WLR term.
- d. If a faculty member on WLR receives a Distinguished Professorship, s/he will be removed from the WLR program for the five-year Distinguished Professor term. Faculty can apply for a new four-year WLR term to begin at the end of the Distinguished Professorship term.
- e. While scholarship is an expected and required part of a faculty member's load, scholarship should not supplant teaching. Moreover, one of the purposes of the Workload Reallocation Program is to enhance and nurture excellent teaching. Therefore, it is assumed that a faculty member will not assume institutional responsibilities, Messiah course reduction opportunities, or external funding (with the exception of fully funded external grants or fellowships) for scholarship that would reduce a faculty member's load beyond six load units of teaching for the year.

- f. Faculty members are given a total of 12 load units of released time over four years. These 12 load units can be taken in any combination of two-, three- or four-hour courses over the four years with no more than four taken in any given year.

K. External Grant Guidelines for Faculty

The Provost of Messiah University encourages faculty to pursue off-campus awards and grants. Faculty who receive external funds remain eligible to apply for internal grants from Messiah University. The following guidelines suggest a general pattern for many applications, but every application is likely to have unique elements that will be processed on a case-by-case basis with the appropriate School Dean.

1. Awards and Prizes

Faculty are encouraged to apply for academic awards and prizes that do not involve release time or other institutional support. There is no need to involve the Provost in the application process unless it is required by the awarding agency or if the faculty member desires pre-application feedback to strengthen their proposal. However, the faculty member should inform the Provost, appropriate School Dean, and the Grants Office upon receipt of any such award so that they may celebrate with them. Recognition of a faculty member's personal accomplishments is a positive reflection on the academic vigor of the institution.

1. Negotiated Grants

Faculty who are preparing proposals or anticipating contacts with outside foundations, government programs, or granting agencies should plan to proceed through the following steps.

- a. Discuss the idea for the proposal with the appropriate Department Chair early in the grant development process to determine any impact of the grant project on the faculty member's other departmental responsibilities and to develop an appropriate plan for completing the grant project and insuring that the vacated responsibilities of the faculty member are appropriately reassigned for the time period of the grant.
- b. Prepare a written draft of the proposal and present it to the appropriate School Dean for review.
 - (1) The School Dean may suggest that the faculty member consult with appropriate resource persons on campus to assist in the preparation of the proposal, such as the Grants Office.
 - (2) In some instances, the School Dean may determine that a peer review committee is needed prior to submission of the grant application. The purpose of such a group is to review the proposal with the intent to clarify content and increase the likelihood of funding. The peer review committee will also address any concerns regarding human subject or animal welfare protection and make a summary report to the Institutional Review Board (IRB) and/or Institutional Animal Care and Use Committee (IACUC) as needed.
 - (a) The peer review committee will recommend to the School Dean if the proposal merits submission.

- (b) The School Dean will make the final selection in situations where more than one faculty member wants to apply for the same grant and Messiah University can submit only one grant application to a particular foundation/organization. (If the faculty members come from different Schools, the appropriate School Deans will consult with the Provost, who will make the final decision regarding which proposal to submit.)
 - (c) The School Dean will consult with the Associate Provost and the Department Chair whenever a grant proposal involves instructional replacement costs.
- c. Formulate an initial budget proposal based on the following principles:
- (1) The rate for general administrative and institutional overhead will normally be 15 percent of the total budget for the project. However, if the grant permits a higher percent or requires a lower percent, the appropriate percent will be used. (Overhead costs may be allocated to both general institutional overhead and the specific School budget that is affected by the grant. This distribution will be determined by the Provost and School Dean prior to submission of the grant.)
 - (2) The direct operational costs of the project should be included in the project budget that is funded by the grant.
 - (3) Proposals that include significant release time from teaching or other responsibilities should be based on total compensation costs (salary plus 35 percent) whenever possible. However, the parameters of the grant may determine more appropriate replacement costs. This should be discussed in consultation with the School Dean and Provost, when needed. A suggested alternative instructional replacement calculation is 125-150 percent of the adjunct rate.
 - (4) Stipends that augment base salary will be permitted, up to and including three months of summer salary.
 - (5) Projects that involve collaboration with a person or agency external to Messiah, including contracts and financial arrangements, must be approved by the School Dean.
 - (6) Any commitment for matching funds must have the approval of the School Dean before submission.
- d. Send copies of the final proposal to the Office of the Provost and the Grants Office. If funded, the Grants Office is available to assist with any and all reporting requirements. Copies of final reports should be sent to the Office of the Provost and the Grants Office.

2. Project/Funding Assessment Form

Any Community of Educators member seeking funding for a project that is not included in the operational budget of the University must complete a Project/Funding Assessment Form, which is available from the Office of Development. Since it is essential to coordinate all campus contacts with potential donors and outside agencies, this form must be completed for any fund-raising projects that are not faculty research or scholarship grants, such as athletic team trips, special equipment needs, or a lectureship fund. The Project/Funding Assessment Form must be completed in collaboration with the appropriate Dean, who assigns the project a funding priority score and then forwards the request to the Office of Development.

L. Global Policy for Overlap of Scholarship Programs

1. Combining Programs and Minimum Teaching Load

- a. The WLR program cannot be combined with Scholarship Chair, Endowed Chair, Distinguished Professorship, or Sabbatical.
- b. Scholarship Chair cannot be combined with Distinguished Professor.
- c. Scholarship Chair, Endowed Chair, Internal Grants, and Sabbaticals can be combined, but in those cases, the ranked faculty member must teach at least nine load units. E.g., only three load units of Scholarship Chair can be combined with Sabbatical
- d. The six load units of the Distinguished Professorship may be combined with a half-year sabbatical.
- e. The faculty member will not assume institutional responsibilities, Messiah University course reduction opportunities, or external funding (with the exception of fully funded external grants or fellowships) for scholarship that would reduce a faculty member's load beyond six load units of teaching for the year.

PART VII: RANKED FACULTY LEAVES

A. Sabbatical Leave

1. Purpose

The primary purpose of a sabbatical leave is to provide opportunity for a ranked faculty member to devote concentrated effort to professional activities designed to bring future benefit to both the faculty member and to the University.

Sabbatical leaves typically are used to pursue a significant project related to a ranked faculty member's teaching, scholarship or institutional service.

2. Eligibility

- a. A ranked faculty member is eligible to take a sabbatical during their seventh year of full-time responsibility at Messiah University (i.e., may apply for sabbatical during their sixth year). The applicant must have the rank of Associate Professor by the time the sabbatical is taken.

- b. One early sabbatical leave may be granted each year. A ranked faculty member may apply for the early sabbatical in the third, fourth, or fifth year of full-time employment at Messiah University. The early sabbatical leave is designed to support an exceptional program of scholarship for any new ranked faculty member who has completed three years of full-time service at Messiah University.
- c. After an initial sabbatical leave, a ranked faculty member is eligible to apply for a second sabbatical leave in the fall of the sixth academic year of full-time responsibility after the academic year during which the initial sabbatical leave was taken, with the leave requested for one or both semesters of the next academic year. This pattern continues throughout the ranked faculty member's career.

3. Terms

The following terms shall apply to sabbatical leaves:

- a. A ranked faculty member may request a two-semester leave at half salary or a one-semester leave with full salary.
- b. A ranked faculty member on sabbatical leave continues as a regular full-time employee of the University and shall therefore receive all regular fringe benefits. The ranked faculty member is also eligible to benefit from other Faculty Development programs.
- c. Time spent on a sabbatical leave shall count toward University years of service and associated seniority rights, including experience credit toward eligibility for promotion and term tenure.
- d. Except in unusual circumstances, a ranked faculty member on sabbatical leave shall not assume any adjunct teaching, committee work, or other assignment at Messiah University. Persons on sabbatical leave also may not be employed elsewhere on a part-time or full-time basis unless such employment is directly related to the purposes of the sabbatical leave and approved by the Provost.
- e. There is a mutual expectation between the University and the recipient of a sabbatical leave that the recipient will be employed by the University for a minimum of one academic year of full-time service after the academic year during which the leave was taken. A ranked faculty member who chooses not to continue in the full-time employment of Messiah University for this entire one-year period is responsible to refund the University the leave salary prorated by the number of semesters of service. Payment is expected within 90 days after termination of service.
- f. Recipients of early sabbatical leaves (eligible after three years of teaching at the Assistant Professor level or higher) will be expected to give two years of full-time continuing service to the University after the sabbatical.
- g. Sabbatical recipients nearing retirement will be expected to fulfill the same teaching obligation to the University after the sabbatical as other recipients.
- h. The delay of an approved sabbatical for institutional or curricular reasons will not affect the timing of eligibility for subsequent sabbatical leaves.

4. Application Process and Timeline

- a. Given the significance of a sabbatical leave to the candidate's professional development and to the University, it is expected that the candidate will be in contact with his or her School Dean and Department Chair prior to the development of an application. It is expected that the candidate will develop a quality application as described below, and the candidate is encouraged to review successful applications on file in the Office of Faculty Development. By September 15 of the year prior to sabbatical, a complete application for a sabbatical must be submitted to the Dean of Faculty Development.
- (1) By the end of May Development week prior to the submission of the application, a candidate will (a) communicate with the School Dean to discuss the nature and focus of the sabbatical and coverage of school or University-wide responsibilities and (b) begin conversations with the Department Chair concerning course coverage and coverage of any other departmental responsibilities, including advising.
 - (2) By June 30th, the candidate will submit an Intention to Apply for Sabbatical Form to the Dean of Faculty Development. The Dean of Faculty Development will confirm the candidate's eligibility and initiate a sabbatical file for the applicant.
 - (3) At least two weeks before the beginning of fall classes, the candidate will submit a draft copy of the sabbatical application to the School Dean. The School Dean will consult with the candidate regarding the application by the end of the first week of fall classes. After consultation with the Department Chair/Program Director regarding the relevance of the proposed project to the candidate's professional development and its benefit to the University, and prior to the September 15 deadline, the School Dean shall submit a letter to the Dean of Faculty Development, addressed to the Scholarship and Development Committee, for inclusion in the sabbatical application file.
 - (4) The candidate will communicate with the Department Chair/Program Director (or with the Dean of the appropriate School if the candidate is a Department Chair/Program Director) to develop a plan for covering courses and other departmental responsibilities. The department will generally cover course assignments by internal redistribution of assignments augmented by the hiring of additional adjunct faculty. The dean will review the course and departmental coverage plan and augment the plan as needed for coverage of non-instructional assignments, which may involve conversations with additional stakeholders outside the department or school (e.g., coverage of IDS courses). By the end of the second week of fall classes, a specific and detailed written plan for coverage of the faculty member's workload, including non-instructional assignments, must be approved by the School Dean and submitted for information and verification to the Associate Provost by the School Dean and copied to the faculty member, Department Chair/Program Director, and Dean of Faculty Development. If covering the courses or department and institutional responsibilities is not possible, the candidate's application should still be submitted. If granted, the sabbatical will be deferred to the following year.

- b. The candidate's application must contain the following components, and all materials must be submitted to the Dean of Faculty Development by September 15. It is the responsibility of the faculty member to ensure that proper communication has taken place and materials have been provided to the Department Chair/Program Director, School Dean, and Dean of Faculty Development in advance of this deadline.
- (1) A detailed and clearly focused narrative submitted by the faculty member that includes:
 - (a) Proposed objectives, methods, and calendar of proposed activities. Objectives should be specific enough to enable an assessment of them after the leave. The narrative should be developed to address the criteria in the "Approval" section below.
 - (b) A summary of the relationship of the sabbatical activities and goals to any other forms of institutional release time from teaching (e.g., scholarship chair, internal grant course buyout, external course buyout, workload reallocation, etc.) the candidate is receiving.
 - (2) An updated curriculum vitae
 - (3) A letter submitted by the School Dean to the Dean of Faculty Development, formulated after consultation with the Department Chair and review of the sabbatical application, addressing the relevance of the proposed project to the candidate's professional development and its benefit to the University. This letter should be addressed to the Scholarship and Development Committee.
 - (4) A memo submitted to the file from the Dean of Faculty Development indicating that the applicant meets eligibility requirements and that the Associate Provost has received and verified the written workload coverage plan.

5. Approval

- a. The Scholarship and Development Committee will review the quality of the written application based upon the following criteria:
- (1) A well-focused project that will substantially contribute to the applicant's professional expertise, skills, or experience.
 - (2) Clarity and specificity of objectives, methods, and calendar of proposed activities.
 - (3) Demonstration of appropriate preparation for the sabbatical leave and/or requisite skills to complete the project.
 - (4) The relevance of the proposed project to the candidate's professional development.
 - (5) The likelihood that the project will be completed in a way that will bring future benefit to the University in an area of teaching, scholarship, and/or institutional service.
 - (6) The time and resources needed to complete the proposed activities should be commensurate with a sabbatical.

- b. The Scholarship and Development Committee shall recommend sabbatical leaves to the Provost by November 15. The Provost will review the recommended sabbatical leaves and make recommendations to the President whose decision will be final.
- c. The Chair of the Scholarship and Development Committee will send a letter (copied to the School Dean and the Department Chair) to the applicants informing them of the outcome of their application by December 1. If the application is denied, the candidate will be informed of the basis for the denial in relation to the evaluative criteria.
- d. The application deadlines may be adjusted in order to accommodate special exigencies related to outside funding or coordination with external agencies. Adjustments to the deadlines need to be approved by the Provost.
- e. A faculty member may request postponement of the sabbatical leave for one year with no penalty. The request for postponement must be submitted in writing to the Provost as early as possible and must be accompanied by a letter of recommendation from the Department Chair and the School Dean. The request may or may not be approved. Reapplication for the next sabbatical is based upon the date of the initial application.

6. Assessment

- a. Upon completion of a sabbatical leave, the ranked faculty member shall write a self-assessment of the accomplishment of leave goals. This report, sent to the Dean of Faculty Development and copied to the School Dean, should summarize the accomplishments in relation to the approved goals and activities for the sabbatical. School Deans are encouraged to work with the candidate to arrange a venue for sharing the sabbatical outcomes with the University community.
- b. Upon receiving the self-assessment, the Dean of Faculty Development, in a letter to the ranked faculty member, will acknowledge receipt of the final report and indicate when the ranked faculty member will again be eligible to apply for a sabbatical. The self-assessment along with the letter will be placed in the ranked faculty member's Grants and Sabbatical File.

B. Terminal Degree Leave

1. Purpose

The purpose of a terminal degree leave is to enable a ranked faculty member to devote full-time work for a semester or academic year toward meeting requirements for a terminal degree.

2. Terms

A ranked faculty member who satisfies the selection criteria noted below may receive a one-semester or one-year terminal degree leave of absence for the purpose of pursuing a doctorate, subject to the following conditions:

- a. Remuneration during an approved terminal degree leave of absence is in the form of a loan in lieu of salary from Messiah University to the leave recipient. The loan principal is equal to one-half of the recipient's salary for a full-year leave, or full salary for a one-half-year leave. It is normally payable to the recipient at the midpoint of the leave period.
- b. Full health and dental insurance coverage remains in effect, as well as long-term disability and life insurance based upon the recipient's annualized salary. Retirement contributions are calculated according to the recipient's contracted salary, if any, for the year.
- c. Time spent on a terminal degree leave of absence shall not count toward University years of service and associated seniority rights and privileges, including experience credit toward eligibility for promotion or term tenure.
- d. A ranked faculty member shall not receive a salary scale step increase during a terminal degree leave of absence but shall receive whatever cost-of-living increase occurs within their current step on the scale.
- e. When a terminal degree leave is granted to a ranked faculty member in a given department, that department will be generally expected to cover course assignments by an internal redistribution of assignments, allowing for the limited hiring of additional adjunct faculty.
- f. While on terminal degree leave, a ranked faculty member shall not accept any adjunct teaching or other assignment at Messiah University.
- g. A ranked faculty member shall be eligible to apply for a terminal degree leave of absence no earlier than during the third year of full-time teaching at Messiah, with the leave requested for one or both semesters of the next academic year. Applicants shall be limited to those ranked faculty for whom the doctorate is the University-approved terminal degree expectation. Procedures for application and criteria for selection shall be as follows:
 - (1) A ranked faculty member wishing to apply shall complete an application form that will detail proposed academic activities during the leave request, a projected timetable for completion of doctoral requirements, and a statement of anticipated benefits to the University. This application shall be submitted to both the Department Chair and the Provost.
 - (2) The Department Chair shall submit a letter of support to the Provost for the leave request, in light of departmental ranked faculty needs. This letter shall include plans for covering vacated teaching assignments.
 - (3) If both the Department Chair and the Provost support the application, then the Provost shall submit the application, along with both letters of support, to the Ranked Faculty Affairs Committee for consideration. The Ranked Faculty Affairs Committee will review the application and recommend appropriate action to the Provost, for eventual action by the President. The criteria for selection of leave recipients shall be as follows:
 - (a) The present effectiveness of the ranked faculty member and the promise of future effectiveness with the doctorate.

- (b) The anticipated benefits of the doctorate to the ranked faculty member's department and to the University in general.
 - (c) The likelihood that the leave of absence will make a significant contribution toward attainment of the doctorate.
- (4) The number of terminal degree leaves granted for a given year shall generally not exceed two or three. If more than three applications are received in a given year that are of approximately equal merit (in light of the above criteria), then preference shall be given in terms of seniority at the University.
- h. The financial terms for this program are as follows:
- (1) Remuneration received during a terminal degree leave is a loan made during the period of time the recipient is on leave. The recipient must sign a Terminal Degree Leave Loan Agreement as a condition of receiving the loan.
 - (2) The recipient covenants that they are actively pursuing a terminal degree during the time period for which the loan is granted.
 - (3) The loan shall be interest-free for as long as the recipient is awarded the terminal degree within seven years of completion of the leave and continues to be employed by Messiah University.
 - (4) The loan is forgiven at the rate of 10 percent of the unpaid balance for each year of the recipient's employment by Messiah University following awarding of the terminal degree.
 - (5) If the recipient fails to complete ten years of employment at Messiah University following awarding of the terminal degree, the unpaid balance of the loan shall be due and payable as of the date of termination of employment. Interest shall accrue at the rate of 12 percent per annum thereafter until paid in full.
 - (6) If the recipient is not awarded the terminal degree within seven years of completion of the leave, the unpaid balance of the loan together with accrued interest shall be immediately due and payable. Interest shall be calculated at the rate of 12 percent per annum from the date of the first loan installment paid to the recipient.
- i. Application
- (1) Submit a written statement to the Provost by November 15 of the year preceding the requested leave containing the following:
 - (a) The present status relative to graduate study (e.g., what work has already been completed?).
 - (b) The current plan for completion of the doctorate, with projected dates for completion of various requirements (e.g., course work, comprehensive examinations, dissertation).
 - (c) A detailed description of the proposed academic activities during the term of the leave being requested.
 - (d) An indication of the type of residency requirement, if any, or other external constraints established by the graduate institution.

- (e) A statement of the perceived benefits to the University of completion of the doctorate, with emphasis on the contribution to teaching and other assignments.
- (2) Request the Department Chair to write a letter of support for the application, to be submitted to the Provost by November 15, to include the following:
 - (a) A statement of how the applicant's completion of the doctorate will strengthen the department, with emphasis upon preparation for their teaching and other assignments.
 - (b) A plan for covering the applicant's teaching assignments during their leave. (In light of the guideline that the department "will be generally expected to cover course assignments by an internal redistribution of assignments, allowing for the limited hiring of additional adjunct faculty").

C. Other Leaves

The University also provides opportunity for other types of leaves, extended to all employee groups. See Policy and Procedure Handbook Section 3 for further information.

PART VIII: TERMINATION OF CONTRACTS

A. Contracts

Term-tenure track faculty members receive annual contracts during the first five years of employment. The University reserves the right to decline to renew the employment contract of a term-tenure track faculty member during the first five years of employment. When the Provost, in consultation with the respective Department Chair, decides not to offer another contract, the term-tenure track faculty member must receive written notification of the non-renewal according to the guidelines specified in Community of Educators Handbook Section 6B. During the years leading up to tenure review, the term-tenure track faculty member has the right to appeal the decision to the President according to the procedure outlined in Section 6B. The President's decision will be final.

B. Accrued Benefits

Term-tenure track faculty members are eligible for the following benefits after serving the number of years specified as a full-time employee at Messiah University.

- 1. A term-tenure track faculty member who has completed five years of full-time service will receive at least one full year's notice of non-renewal of their contract.***
- 2. After five years, a term-tenure track faculty member who has been given a notice of non-renewal is free to accept new employment whenever they can obtain it, including during the school year if that is necessary, providing that the term-tenure track faculty member gives at least a 60-day notice to Messiah University.***

- 3. The children of a term-tenure track faculty member whose service has been terminated for reasons other than misconduct after at least eight years of service as a term-tenure track faculty member shall continue to be eligible for the University's Tier I educational assistance program. This eligibility shall continue for a period equal to half the number of years the term-tenure track faculty member has served at Messiah University as a term-tenure track faculty member.***

C. Dismissal Due to Low Enrollment or Changes in Programming

The University reserves the right to dismiss any term-tenure track faculty member if there is a decline in student enrollment or the discontinuance of the instructional program in which the employee is professionally competent. However, if a teaching role is terminated after a term-tenure track faculty member has been granted term tenure, every reasonable effort will be made to reassign such a term-tenure track faculty member to another position on campus for which they may be or may become qualified. Furthermore, the University will make every reasonable effort to avoid terminating the employment of competent term-tenure track faculty members who have served the University for 15 years or longer.

D. Willful Misconduct

All term-tenure track faculty members are regularly reviewed according to the procedures found in the Term-Tenure and Promotion policies in Community of Educators Handbook Section 6B. In addition, the University reserves the right to dismiss any term-tenure track faculty member for incompetence or for willful misconduct as defined in Section 1.16 of the Policy and Procedure Manual. Faculty terminated for willful misconduct are not eligible for the continuation of any benefits except as afforded by law under COBRA.

1. Initial Steps

If a Messiah University term-tenure track faculty member is charged on any of these grounds, the Provost shall discuss the matter with the term-tenure track faculty member in a personal conference. The matter may be terminated by a mutually agreed upon course of action at this point. Should a mutual agreement not be reached, the Provost will prepare a statement with reasonable particularity of the grounds proposed for the dismissal of the term-tenure track faculty member. This statement will be forwarded to the term-tenure track faculty member and the President.

2. Formal Proceedings

Formal proceedings will be commenced by a communication addressed to the term-tenure track faculty member by the President, informing the term-tenure track faculty member that a hearing will be conducted at a specific time and place to determine whether they should be removed from their term-tenure track faculty position.

3. Hearing

The Term-Tenure and Promotion Committee will conduct a hearing to determine whether the term-tenure track faculty member should be removed from their term-tenure track faculty position on the grounds stated.

4. Suspension

Suspension of the term-tenure track faculty member during the proceedings is justified only if, in the opinion of the President, in consultation with the Provost and Department Chair, immediate harm to the term-tenure track faculty member, to others, or to the University may result from the term-tenure track faculty member's continued presence in the classroom. Unless legal considerations forbid, any such suspension should be with pay and full benefits.

5. *Legal Counsel*

No legal counsel may attend the hearing. The President will have the option of attendance during the hearing. The President may designate an appropriate representative to assist in developing the case. The term-tenure track faculty member will have the option of assistance by counsel in developing their case and have the right to challenge any written allegations and/or examine any witnesses against the term-tenure track faculty member. All of the evidence will be recorded.

6. *Term-Tenure and Promotion Committee Decision*

The President and the term-tenure track faculty member will be notified of the committee's decision in writing and will be given a copy of the record of the hearing.

7. *Board of Trustees*

The President will transmit to the Board of Trustees the full report of the Term-Tenure and Promotion Committee. The decision of the hearing committee will either be sustained, or the proceeding be returned to the committee with objections specified. In such case the committee will reconsider, taking into account the stated Board objections and receiving any new evidence if necessary. The committee will frame its decision and communicate it in the same manner as before. Only after studying the committee's reconsideration will the Board of Trustees make a final decision. The committee will frame its decision and communicate it in the same manner as before. Only after studying the committee's reconsideration will the Board of Trustees make a final decision.

PART IX: DISTRIBUTION AND TIMING OF TERM-TENURE TRACK, CLINICAL TRACK, AND LECTURER CONTRACTS

A. *Contracts Distribution and Timing*

Contracts for the subsequent academic year are issued by April 15. Load information will also be distributed by April 15, but may be modified after registration is complete. Contracts should be signed and returned on or before June 1.

B. *Non-renewed Contracts*

1. *Non-renewal due to performance*

a. Term-tenure track positions, including clinical term-tenure track. When the University does not plan to offer a contract for term-tenure track positions, including term-tenure - clinical track, for the subsequent year due to performance, the following deadlines for written notification shall be observed:

(1) First-year term-tenure track faculty—January 15.

- (2) Term-tenure track faculty in their second year of service—December 1.
 - (3) Term-tenure track faculty in their third year of service – December 8.
 - (4) Term-tenure track faculty in their fourth or fifth year of service – December 1.
 - (5) Tenured term-tenure track faculty and those with five or more years of service— September 1 or earlier.
- b. Non-term-tenure - clinical track positions. When the University does not plan to offer a contract for non-term-tenure – clinical track positions for the subsequent year due to performance, the following deadlines for written notification shall be observed:
- (1) First-year clinical track faculty—January 15.
 - (2) Clinical track faculty in their second year of service—December 1.
 - (3) Clinical track faculty in their third year of service – December 8.
 - (4) Clinical track faculty in their fourth year of service and beyond – December 1.
- c. Non-renewal due to performance for lecturer positions. When the University does not plan to offer a contract for lecture positions for the subsequent year due to performance, the following deadlines for written notification shall be observed:
- (1) Lecturers in their first and second year – January 15th
 - (2) Lecturers in their third year – December 8th
 - (3) Lecturers in their fourth year and beyond – December 1st
- 2. *Non-renewal in the case of a major catastrophe or in the event of a financial crisis declared by the Board of Trustees***
All contracts are contingent on the receipt by the University of sufficient funding, most notably from net tuition revenue. In the event of a major catastrophe, or in the event of a financial crisis declared by the Board of Trustees, all contracts could be terminated or modified.
- 3. *Non-renewal in the case of declining enrollment or changes in programming***
When the University does not plan to renew a ranked faculty contract due to declining enrollment and/or programmatic changes, the University will provide notification to Ranked Faculty by November 15.

PART X: INTELLECTUAL PROPERTY

A. Purpose/Goal Statement

Messiah University seeks to foster the creation of original works by its faculty, both individually and in cooperation with internal and external partners, and will provide a supportive climate to that effort. The commercialization of intellectual property (IP) generated in the academic sphere holds the promise of revenue generation for the inventor and for the university and brings benefit to the public sector. Faculty research, in some cases connected to courses and including students, is a source of inventions and intellectual property worthy of protection and may be worth investment of time and finances to seek commercialization. The goal of this policy is to promote an academic environment in which creative efforts are encouraged and rewarded, while retaining for the University reasonable ownership rights of, access to, and use of the intellectual property for whose creation the University has provided foundational assistance (salary, benefits, and/or infrastructure) or has contracted specifically. This policy is intended to delineate the ownership rights of such original works, including those that are protected under applicable United States patent and copyright law.

B. Applicability

This policy applies to all intellectual property currently in process or hereafter created with the facilities and/or resources of Messiah University by Messiah University faculty. In the event the created work is funded in part or in whole by a federal grant, contract, or cooperative agreement, relevant governmental regulations regarding property rights will apply.

C. Definitions

1. Compensation

Compensation includes direct and indirect compensation, whether lump sum or continuing royalties. Net compensation is compensation less all expenses incurred in developing or protecting the intellectual property, including but not limited to attorney fees and costs for filing and prosecuting a patent application.

2. Creator

“Creator” means any person who originates intellectual property as defined below. Creators, for the purpose of this section, are full-time University faculty members working individually or with outside third parties, such as federal or state agencies, corporations, or non-profit agencies.

3. Intellectual Property

“Intellectual property” includes both tangible and intangible property and comprises ideas, inventions, processes, discoveries, unique materials, works or authorship, and other creative or artistic works. In general, intellectual property is created when something new has been conceived and developed or when a non-obvious result, which can be applied to some useful purpose, has been discovered using existing knowledge. Owners and holders of intellectual property rights are protected by law (e.g., patents, copyrights, trademarks, and trade secrets) against infringement or unauthorized use by another. Intellectual property includes the following categories:

a. Copyrights

- (1) Federal law defines the term "copyright" as that bundle of rights that protect original works of authorship that are fixed in any tangible medium of expression, now known or later developed. This means that the work is expressed in a way that can be perceived, reproduced, or otherwise communicated either directly or with the aid of a machine or device. "Works of authorship" include, but are not limited to, the following: literary works; musical works, including any accompanying words; dramatic works, including any accompanying music; pantomimes and choreographic works; visual works such as photographs, paintings, drawings, models, sculptures, designs, diagrams or technical drawings,; motion pictures and other audiovisual works; sound recordings; architectural works; and computer software. "Tangible media" in which these works may be fixed include, but are not limited to, paper (books, periodicals, manuscripts), audio recordings, video recordings, and films.
- (2) Copyright protection exists as soon as the created work has been "fixed in a tangible means of expression." No copyright notice or registration is needed to obtain copyright protection. Copyright protection provides the owner with the exclusive right to reproduce the copyrighted work, prepare new versions (derivative works), publicly distribute the copyrighted work, perform the copyrighted work publicly, and display the work publicly.
- (3) A work that was created (fixed in tangible form for the first time) on or after January 1, 1978, is automatically protected from the moment of its creation and is ordinarily given a term enduring for the author's life plus an additional 70 years after the author's death. For works made for hire, the duration of copyright will be 95 years from publication or 120 years from creation, whichever is shorter.

b. Distance Learning Courseware

Distance learning courseware means any software, textual, or visual materials that are packaged together for delivery as a course in which a fee is charged in exchange for credit and where the instructor and students are not necessarily in each other's physical presence for the delivery of the course. There is no limitation on the location of the materials, e.g., on a physical device or online, and the credit earned may be for continuing education, for employee advancement, or for credit at an educational institution.

c. Patents

- (1) A "patent" for an invention is the grant by the United States Patent and Trademark Office of a property right to the inventor. Generally, the term of a new patent is 20 years from the date on which the application for the patent is filed in the United States. U.S. patent grants are effective only within the United States, U.S. territories, and U.S. possessions.
- (2) The right conferred by the patent grant is "the right to exclude others from making, using, offering for sale, or selling" the invention in the United States or "importing" the invention into the United States. What is granted is not the right to make, use, offer for sale, sell or import, but the right to exclude others from making, using, offering for sale, selling or importing the invention. Once a patent is issued, the patentee must enforce the patent without aid of the USPTO.

- (3) Any person who “invents or discovers any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement thereof, may obtain a patent.” These classes of subject matter taken together include practically everything that is made by man and the processes for making the products.
- (4) A patent cannot be obtained upon a mere idea or suggestion. A complete description of the actual machine or other subject matter for which a patent is sought is required.
- (5) Once an invention is publicly disclosed, such as in a conference presentation, publication or other public event/venue, a 12-month clock begins on eligibility for filing for a provisional US patent. In some cases, confidentiality agreements permit discussion with individuals/corporations before this clock begins.

d. Trademarks

A “trademark” is a word, phrase, symbol, or design that identifies and distinguishes the source of the goods of one party from those of others.

e. Trade Secrets

A “trade secret” is any formula, pattern, device, process, tool, mechanism, compound, etc., of value to its creator, which is not protected by a patent and is not known or accessible to others. As long as it is kept secret, the owner may obtain a great deal of commercial benefit. However, trade secrets do not have the same level of legal protection as patents and copyrights.

D. Ownership Rights

Principles governing ownership of all intellectual property created by Messiah University faculty are specified in this section. Ownership is the critical issue for the dissemination of intellectual property and the distribution of rewards relating to its creation. The application of these principles shall be consistent with the use of Messiah University resources, shall always protect its legal status as a nonprofit institution, and shall never violate any laws of the United States or the Commonwealth of Pennsylvania.

1. University Rights

Messiah University as an employer and educational institution provides a platform (infrastructure, facilities, equipment/materials, base compensation) for the generation of intellectual property by faculty. As such, the University has an inherent right to ownership of the intellectual property of its faculty. Messiah University may exercise its ownership right, may enter into an agreement of shared ownership, or may relinquish the right of ownership of an IP product such as an invention or patented work.

2. Faculty Rights

Faculty members retain intellectual property rights to instructional materials and scholarly works created at their own initiative with customary University resources. This does not imply that faculty members retain all IP rights – the University shares in these rights. “Customary University resources” are those resources commonly provided or made available to faculty. They include, for example, ordinary use of resources such as the library, one's office, laboratories, general computational facilities or equipment, administrative support, and supplies.

- a. Faculty members are required to prepare syllabi, assignments, tests, and other instructional materials and courseware for use in classroom instruction as a function of their employment contracts with Messiah University. No additional royalty or other remuneration is owed by Messiah University for the creation of these materials. These materials remain the property of the faculty author. However, the University shall have a non-exclusive, royalty-free, perpetual license to use the work for non-profit internal instructional, educational, and administrative purposes as long as such use does not significantly diminish compensation that the creator would receive from sales. In all such uses, however, the original authors must be explicitly credited along with the dates of creation, insofar as the original authors and dates are known.
- b. Creators have the right to have their name removed from such material upon request. A faculty member or any other employee will retain exclusive rights to any audio-visual recordings of the employee, unless agreed upon otherwise.
- c. Faculty members are encouraged to share their instructional materials and courseware with their Messiah University colleagues for internal instructional, educational, and administrative purposes. When publishing scholarly works, faculty creators are encouraged to provide rights for use for the University community.

3. *Work-For-Hire*

- a. Materials written, created, produced or otherwise generated “for hire” are defined as inventions, creations, manuscripts, or other works or things of commercial value which are created by faculty who are engaged by the University specifically to create such materials or are released from other University responsibilities in order to create materials at the initiative of the University.
- b. Works for hire shall include intellectual property created as a specific requirement of employment or as an assigned University duty that may be included in a written job description or an employment agreement. For example, computer software developed by a faculty member for departmental or campus-wide use is owned by the University.
- c. Works for hire are the exclusive property of the University unless otherwise agreed or stated to the contrary in this policy.

- d. Faculty-created instructional materials or courseware developed to supplement course instruction are not regarded as works for hire. Thus, the University does not claim ownership of such work merely because it requires faculty members to teach courses as part of their regular responsibilities. The University shall have a non-exclusive, royalty-free, perpetual license to use the work for non-profit internal instructional, educational, and administrative purposes. Similarly, the University does not claim ownership of faculty-initiated scholarly works based merely on general expectations that faculty members will publish such works.
- e. The University may claim exclusive ownership of instructional materials or courseware, including online course materials, when the University has specifically contracted for the development of such materials and compensated faculty-creators (e.g., with additional financial compensation, release time, etc.) for such work. In the event the creator leaves the employment of Messiah University for any reason, the University shall retain a non-exclusive, royalty-free, perpetual license to use the work for non-profit instructional, educational, and administrative purposes, and the creator shall retain all other rights.

4. Joint Works

- a. The University may assert co-ownership of intellectual property with the individual creator if the creator has made extraordinary use of University resources in the creation of the work.
- b. “Extraordinary use” includes utilization of University laboratories or special instrumentation outside of the expected use deriving from regular teaching and professional activities; dedicated assistance by University employees; special financial assistance beyond sabbatical leaves, faculty development grants or monies obtained through other ordinary competitive processes; or extensive use of shared facilities.
- c. If the University determines that intellectual property has been created through extraordinary use of its resources, it may reasonably request reimbursement for any unusual financial or technical support, including compensation from future royalties. The University will consider whether an assertion of co-ownership of the copyright or patent has a detrimental impact on the free inquiry of faculty, staff or students before making such assertion. The University may also decide to modify or forego its rights to such works. Any agreement between the University and the individual creator must be in writing.
- d. The individual creator shall retain the right to take credit for creative contribution to the work, to reproduce the work for his or her instructional purposes, and to incorporate the work in future scholarly works produced by the creator.

5. Sponsored Project Agreements

The University may enter Sponsored Project Agreements including contracts and grants between the University and external sponsors such as corporations, government agencies or foundations. The ownership of intellectual property created as a result of specific sponsored projects shall be subject to the terms of these agreements. Any University employee working on a project under such an agreement shall be notified in advance of the terms of ownership in the agreement for any intellectual property they may create while working on the project.

6. Individual Project Agreements

The University may enter agreements with individual members of the faculty, administration, staff, or students with respect to specific projects. The ownership of intellectual property created as a result of such an agreement shall be subject to the negotiated terms of the agreement.

7. Consulting Agreements

The ownership of intellectual property created by Messiah University faculty, staff, or administrators who are consulting with external entities (corporations, businesses, government agencies, foundations, etc.) without making significant use of University funds, resources, facilities, or time is determined by the terms of the consulting agreement.

8. Independent Projects

Any intellectual property created by a University employee that is not part of its creator's employment responsibilities and that is developed on their own time without making significant use of University funds, resources, or facilities shall be owned by the creator.

E. Procedures Pertaining to Intellectual Property

1. Disclosure and Procedural Requirements

- a. Some IP products, if produced and marketed, have the potential to generate revenue to a level of University interest. University faculty do not, in general, have expertise in the legal and commercial aspects of taking an invention from the academic sphere to the public/commercial sphere. This process is often referred to as technology transfer. It is in the university's interest to support educators in the technology transfer process to allow educators to focus on their primary role as educators and researchers. When it is in the mutual interest of IP creators and the University to seek potential revenue from an IP product/invention, it is strategic for the University to support the process financially and administratively, with a revenue-sharing agreement.
- b. The creator of any intellectual property that is or might be owned by the University under this policy, or a creator who wishes to enter into shared ownership of intellectual property, is required to make prompt written disclosure of the work to the Provost. The disclosure will include information about the invention, identify those who conceptualized it and identify possible sources of commercialization. The University may request that the creator delay public disclosure for a period of time of no more than 60 days so as to not obstruct reasonable academic dissemination as expected for the tenure and promotion process. The Provost will acknowledge receipt of the disclosure and will determine on a timely basis (within 60 days) if the University wishes to assert a claim of co-ownership. The Provost may meet with the creator to make this determination and may secure outside professional counsel to advise on issues such as ownership and the potential for patent or commercialization.

- c. Messiah University reserves the right to pursue, or not pursue, any available legal protection for intellectual property disclosed to it under this policy for which it has ownership rights. If Messiah University chooses to pursue legal protection, it will bear all costs associated with doing such costs will be recouped from future revenue before any revenue-sharing agreement is executed. If Messiah University chooses not to pursue legal protection, or if the University has not initiated legal protection within 60 days after disclosure of a created work to the University, the University will permit the creator to seek such protection. In this case, the creator will be assigned ownership of the intellectual property and bear all costs associated with obtaining legal protection. The University will receive a license for perpetual, cost-free use of the intellectual property. No one may use the University's name, logo or word mark for any private or commercial purpose, including marketing and promotion, without the written permission of the Director of Print and Web Communication.
- d. When the University or the IP creator pursues legal protection or commercialization of IP, it is the responsibility of the creator to ensure appropriate disclosure/credit for any external agencies that provided grant support in the invention process.
- e. The Provost will select the University designate to direct negotiation with interested parties for commercialization. The creator will be included in the process.

2. Distribution of Revenues

- a. All revenues derived from University-owned intellectual property or creative works will be received and administered by the Office of the Provost. For each specific piece of intellectual property owned by the University, costs incurred in the process of perfecting, transferring, and protecting University rights to the property paid by the University will first be deducted from the gross income available before distribution.
- b. An accurate accounting of all such costs shall be made available to the creator upon request. The distribution of net proceeds (income less all costs including legal protection, promotion, marketing, or patent administration services) that is received from University-owned intellectual properties shall be shared equally between the creator and the University unless there has been a prior agreement to do otherwise. In some cases, the University and/or creator may, in appropriate circumstances, take equity positions in companies licensed to market or use intellectual property.

3. Administration of Policy

The Provost of Messiah University has the legal authority on behalf of Messiah University to oversee administration of this policy, including clarification of requirements of the policy, revisions to the policy, evaluation of patentability or other forms of protection, filing of patents and copyright applications, licensing activities, and execution of legal contracts or agreements as necessitated by the terms of this policy.

4. Dispute Resolution

- a. Either the creator of the intellectual property or Messiah University can initiate arbitration of a disagreement regarding intellectual property rights. A request must be written and submitted to the Provost, who must schedule a meeting of all parties within 30 days to seek resolution to the dispute. Any dispute that cannot be settled through informal discussion shall be submitted to the Intellectual Property Review Board (IPRB).
- b. The IPRB will consist of the Provost (chair); Dean of the School of the faculty member/student or the Vice President or division head for any other employee; Chair of the Community of Educators; two ranked faculty members selected by the Ranked Faculty Affairs Committee; and the Vice President for Finance and Strategic Planning. The IPRB may elect to conduct a hearing into the matter and/or make a decision based upon a written record, provided that all parties to the dispute are given an opportunity to present evidence and arguments in support of their respective positions. Each party shall provide the other party with a copy of any written materials submitted to the IPRB simultaneously with submission of such materials to the IPRB. Any hearing will be conducted following the procedures set forth by the IPRB or promulgated by the Provost. If the dispute involves a student, they may be assisted by an advisor of his or her choice who is a member of the University community. The advisor may attend the hearing but may not speak or otherwise participate in the hearing. Because this is a University governance procedure and not a legal proceeding, attorneys may not serve as advisors. The IPRB will decide the question presented. The decision of the IPRB is final.