GRADUATE ASSISTANT HANDBOOK

Messiah University

Higher Education Leadership Program
Mission and Learning Outcomes

The aim of the Graduate Program in Higher Education Leadership is to equip visionary higher education leaders to be agents of innovation and renewal. The program focuses on preparing educational leaders to be effective, transformative agents in various higher education settings.

In particular, the program aims: to equip leaders to transform various higher education contexts, including colleges/universities, professional association, and higher education agencies; to prepare practitioners to make effective, strategic, and innovative decisions to assure excellence in educational programs and mission-driven initiatives; to develop scholars who advance the field of higher education and its contribution to society; and to nurture leaders with a professional identity rooted in the ethical and vocational sensibilities of the Christian tradition.

Updated June 2026

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Welcome

The Graduate Program in Higher Education Leadership and the Office of Human Resources extend you a warm welcome to new and returning Graduate Assistants (GAs). Our hope is that GAs and their supervisors experience a mutually beneficial working relationship. The Graduate Assistant Handbook is designed to aid in that process. The handbook is published annually and is an important source of many aspects of the graduate assistant process—applying for an assistantship, accepting an assistantship, performing work duties, receiving pay for work performed, and ending job assignments. Both Graduate Assistants and supervisors are responsible to be familiar with all aspects of the graduate assistant employment process.

Your contact person for anything related to the Higher Education Leadership program and your Graduate Assistantship is:

Tina Keul, Administrative Assistant, Graduate Program in Higher Education Leadership
Email: tkeul@messiah.edu
Phone: 717.796.1800 ext 2071
Office Location: Boyer Hall 374-1
Mail: One University Ave, Mechanicsburg, PA 17055

Graduate Assistant Overview

Graduate Assistant Qualifications. The Higher Education Leadership (HIED) program in collaboration with host departments seeks individuals who have strong academic records at the postsecondary level, extensive co-curricular involvement at the undergraduate level or full-time work experience at the collegiate level, desire to mentor undergraduates in their Christian faith, and professional goals that align with the mission and objectives of the Higher Education Leadership graduate program.

Graduate Assistant Personnel Definition. Graduate Assistants earn compensation as salaried, non-exempt employees for the performance of administrative services that benefit the University and also serve as part of the Graduate Assistant's academic and professional development. The service performed must be related to the student's academic program in order to qualify for an assistantship appointment. Graduate Assistants must maintain full-time registered, degree- seeking status (6 credits per semester, 15 per calendar year) and good academic standing (3.0 GPA) for the duration of the Graduate Assistant appointment.

Positions Available. Graduate Assistantships are proposed by the host department and are approved/partially funded by the HIED Program. The HIED Program Director works with departments/supervisors to regularly review and update position descriptions.

Eligibility and Parameters

1) The graduate assistant must be eligible to work in the United States. This eligibility is confirmed via the I-9 Form (Employment Eligibility Verification Form).
2) Available to work at the Grantham campus during the hours that match the host department.
3) The graduate assistant must maintain full-time registered degree-seeking status (6 credits per fall and spring semesters) at Messiah University.
4) Graduate Assistants must maintain good academic standing (a minimum 3.0 GPA) in order to maintain their assistantships.
5) Assistantships are structured as two-year appointments and run during the traditional academic year (August to May). If a student does not graduate in that time frame, they will not be offered a third year of the assistantship.
6) Each assistantship requires a position description that supports 20 hours per week of work for 9 ½ -10 months. (Note: weekly schedules may vary depending on the demands of the host department.)
7) Graduate Assistants work approximately 20 hours per week during their appointment for a total of 800 hours.
8) Graduate Assistants and their supervisors should work to set up a regular work schedule. Some Graduate Assistants will work during undergraduate semester break periods, and others will not. Schedules should be determined by the supervisor and clearly communicated.
9) Students may not count the same work experience in their Graduate Assistantships for

internship experience. The Graduate Assistantship and internship(s) must be distinct experiences.

10) Graduate Assistants may not hold another position on campus unless it has been approved by their host supervisor and in alignment with Human Resources policy. Combined hours for the Graduate Assistant assignment and any approved additional assignment may not exceed 25 hours per week and may not exceed 900 hours in the calendar or fiscal year. Additionally, Graduate Assistants may not hold full time employment.

11) Graduate Assistants must complete and submit an annual evaluation of the Graduate Assistantship.

Hiring and Acceptance. Graduate students who are offered Assistantships are required to accept or decline the offer by the date specified by the Higher Education Leadership Program Director.

Pre-employment forms: All Graduate Assistants who begin employment for the first time are required to complete and submit various forms to Human Resources. Graduate Assistants should complete the required online paperwork as noted on their contract and bring the required documentation to campus to avoid delays in beginning your assistantship and/or payroll processing delays. Required documents for new hires are as follows:

- Valid Social Security Number
- I-9 Employment Eligibility Verification
- HR Employment Forms Packet
- Completed background checks
- FBI Fingerprint clearance through Identogo
- PA Child Abuse clearance
- PA State Police Check (PATCH)
- W-4 Employee Withholding Allowance Certificate *(federal tax withholding)*
- Residency Information Form *(local tax withholding)*

Graduate Assistants who have worked as an employee or student employee at Messiah University within the past year need not complete the new hire paperwork. However, GAs must complete new paperwork for items such as a name change, address change, direct deposit change, or to re-certify eligibility in the event of expired work authorization documents on a prior I-9 form.

Information presented in this section is current at the time of publication. Forms, additional information, and all updates will be communicated via the Payroll Office via e-mail, memo, and/or the Payroll Office website.

I-9 Employment Eligibility Verification Form

Graduate Assistants may complete the I-9 form prior to the actual first day of work, as long as the assistant has been offered and accepted a job assignment. Section 1 of the I-9 form must be completed prior to beginning the first day of employment. Graduate Assistants are not authorized—and therefore are NOT allowed to begin work—until the completion of Section 1 of the I-9 form, including the returning of the form to the Payroll Office. Failure to have a completed I-9 form within three (3) work days of beginning a work assignment will result in the graduate assistant being unable continue work until the I-9 form has been completed. Specific details regarding the presentation of an application for required documents are

outlined on the I-9 form.

W-4 Employee Allowance Withholding Certificate.
The federal W-4 form is a required form for calculating federal tax withholding. The form also includes worksheets (which are optional) and instructions—both for the employee's use only. Only the section of the W-4 below the dotted line on page 1 is required to be completed and submitted to the Payroll Office. More information on the W-4 form can be found at http://www.irs.gov.

Residency Information Form.
The Residency Information Form is a required form for calculating local tax withholding. Local tax withholding is based on a Graduate Assistant's permanent residence. In the case of most assistants, this would be the assistant's "home" residence and not their Messiah University address. For local tax withholding purposes, international students may specify the United States address to which mail will be delivered while in the United States, rather than an international address. More information on the Residency Information form can be found at: http://www.cumberlandtax.org/.

Background checks.
House Bill 435, now ACT 153 of 2014, expanded the definition of background check requirements for employees and volunteers who work in Higher Education. This means that in order for you to work at a college or university in the state of Pennsylvania as of January 1, 2015, you must have completed the following background checks prior to your first day of employment:

- **PA State Police Check**
- **Child Abuse Clearance**
- **FBI Fingerprint Check**

Reasonable Accommodations. Messiah University is committed to complying with the Americans with Disabilities Act (ADA) and will make reasonable accommodations for any employee with a professionally-diagnosed disability. Graduate Assistantships requesting such accommodations are encouraged to contact the Office of Human Resources, the Office of Academic Accessibility, and the department(s) employing the Graduate Assistant to determine any accommodations.

Orientation and Development. Graduate Assistants are required to attend Graduate Assistant Development Day in August. Additional training will be provided by the host department.

Graduate Assistant's Rights. As a graduate assistant, you have the right to: a) be treated fairly and equitably by your supervisor, the Higher Education Leadership program and Messiah University, b) know what is expected concerning your employment schedule, responsibilities, and other expectations, c) be informed about your performance through verbal communication and performance evaluations, and d) be able to contact the Higher Education Leadership Program Director to express issues/concerns related to your Graduate Assistant assignment.

Graduate Assistant's Responsibilities. As a graduate assistant, you make a commitment to Messiah University, to the Higher Education Leadership Program, and to the host department that you will perform your job duties assigned to you to the best of your abilities. Consider your assistantship an excellent opportunity for professional development and for building professional competencies. In

addition, your department supervisor can later serve as an employment reference.

Supervisor's Role and Responsibilities

Supervisors play a key role in making the graduate assistant experience a valuable asset for future employment.

Supervisors are expected to:

1) Develop a learning agreement with the Graduate Assistant that includes: (a) provision for instruction from you, the supervisor, on carrying out the duties of the assistantship; (b) a statement of the educational goals and objectives the Graduate Assistant can expect to achieve through the professional assistantship; and (c) a written assistantship description of duties.
2) Find ways to recognize that the Graduate Assistant is a full-time student as well as an employee. We encourage supervisors to show a reasonable amount of flexibility in assigning or adjusting the Graduate Assistant's workload to accommodate academic obligations.
3) Be aware of Higher Education Leadership Program Mission and Learning Outcomes in order to enhance connections between the Graduate Assistant's academic and administrative work.
4) Hold one-on-one supervisory meetings with the Graduate Assistant for a minimum of 30-60 minutes per week. These meetings provide a good opportunity for the supervisor to provide positive feedback as well as suggest areas for improvement related to the Graduate Assistant's performance. This time may be greater at the beginning of the term, and may gradually decrease as the semester progresses. Initially, sessions may cover such topics as orientation to the work place, start-up work on outlined activities, and review of the student's plans for the development of competencies. As the assistantship progresses, this time should be spent reviewing the assistant's progress in achieving these competencies, consultation about the Graduate Assistant's progression of projects undertaken, discussion of professional concerns as they affect the workings of the office, or other relevant topics. The time is designed to provide the assistant with feedback on her/his performance and for the practicing professional to share her/his insights and experience with the Graduate Assistant.
5) Complete a semi-annual evaluation of the graduate assistant and submit to the Higher Education Leadership Program (December and May).
6) Offer a two-year experience for the Graduate Assistant – assuming, of course, that the Graduate Assistant performs his or her duties adequately and there is continued funding available. Supervisors should contact the Higher Education Leadership program director in the event that assistance is needed in navigating performance challenges with the Graduate Assistant and/or if the supervisor will not be offering the assistantship to that student for a second year.
7) Keep a copy of the ACPA – University Student Educators International Statement of Ethical and Professional Standards on file. Graduate Assistants, faculty, and assistantship supervisors are encouraged to consult these Standards as they apply to their specific settings and situations, to adhere to these Standards, and to demonstrate high levels of professional and ethical conduct in their educational responsibilities. Since not all ethically problematic situations are directly addressed in these

Standards, we encourage supervisors to consult with colleagues, the Higher Education Leadership faculty, or others in such situations. (The ACPA Ethical Standards are included in the Appendix.)

8) Assistantship sites are expected, whenever possible, to provide the Graduate Assistant with a desk, access to a telephone, adequate clerical support to carry out the duties of the assistantship; and a computer and access to email. Graduate Assistants should have ready access to an office or conference room that permits the graduate assistant to meet privately with staff or students.

9) Assist the Payroll Office in abiding by the hiring requirements outlined under Graduate Assistant's Responsibilities and in the collection of required employment and tax-related forms. Do not allow a graduate assistant to begin work without a completed Form I-9.

10) Define the Graduate Assistant's duties and explain the job as thoroughly as possible, providing the Graduate Assistant with a copy of the job description. Providing the necessary training, guidance, and understanding to Graduate Assistants is an important part of the supervisor's responsibility.

11) Notify the Human Resources Office if there is a need to accommodate a Graduate Assistant with a disability, as all Graduate Assistants are covered under the Americans with Disabilities Act.

12) Assure reasonable supervision of Graduate Assistants during the work assignment to monitor their safety and work. Graduate Assistants should not be left unsupervised for extended periods of time.

13) Manage the Graduate Assistant disciplinary process, consulting with the Higher Education Leadership Program Director where needed.

14) Monitor pay periods and the number of hours worked by each Graduate Assistant within the pay period.

15) See that Graduate Assistant's meet (but do not exceed) 800 hours.

16) Follow the guidelines established by the Fair Labor Standards Act (FLSA) of 1938, as amended.

17) Attend Graduate Assistant Development Day in the early fall and the GA supervisor meetings in the fall and spring semesters.

Graduate Assistant Employment Policies

Graduate Assistants are expected to comply with the Messiah University Employee Code of Conduct. The following policies and protocols are outlined for Graduate Assistants in addition to the Code of Conduct. Failure to abide by these policies is subject to disciplinary action, including the possibility of termination.

Academic Balance

Supervisors and Graduate Assistants should ensure that academic pursuits are effectively balanced with Graduate Assistant commitments.

Attendance

If you need to miss work for any reason, you are expected to request permission from your supervisor in advance. In case of an emergency, contact your supervisor as soon as you know you will miss work.

Attitude

Host departments count on Graduate Assistants to work and need Graduate Assistants to act in a professional manner concerning all aspects of work. Always perform your assigned duties to the best of your ability; the Graduate Assistantship is designed as an opportunity to build your professional capacity. As such respond positively to constructive criticism. Make every effort to establish good working relationships with your supervisor and other co-workers, including student employees and other Graduate Assistants.

Appearance

Graduate Assistants are expected to follow the dress code established by the host office/department. In the absence of a departmental dress code, the acceptable dress code is defined to be business casual. If unsure about the appropriate attire for your employment, please ask your supervisor for clarification.

Confidentiality

As a Graduate Assistant, you may have access to confidential information including but not limited to:

- Student Records (e.g. course grades, GPA, class schedules, cumulative academic records, transcripts)
- Financial information (e.g. student accounts, financial aid records, donor or parent financial data, bank and credit account numbers, credit histories, tax return data)
- Disciplinary records
- Social Security number or student identification number
- Address and phone numbers

It is of utmost importance that you uphold confidentiality. Do not release or share confidential information about other students, parents, employees, guests, donors or applicants with anyone, including family members, either by phone or in person. Unauthorized release of confidential information is a serious violation of federal laws, including the Family Educational Rights and Privacy Act (FERPA) and the Gramm-Leach-Bliley Act.

Furthermore, departmental issues should not be discussed with others. Files or other

confidential materials are to remain in the work place.

Hours Counted

- Hours include time spent working on office assignments and projects, student advising/mentoring as part of your role, games/matches/travel, department programs and events, and preparation and implementation time for special assignments.
- Orientation of the Graduate Assistant should also be included in hours.
- If the assistantship is one in which the Graduate Assistant performs "on-call" responsibilities, this time is generally not included in the 20 hours per week. However, "on-call" hours should not exceed the equivalent of two weekends per month.

Employment Relationship

Generally, Graduate Assistants who are employed in an assignment will be given the opportunity to continue in that assignment for two years. Exceptions to this general rule include, but not limited, to departmental staff restructuring, disciplinary process, performance concerns, or academic enrollment. Graduate Assistants, as at-will employees, may be terminated at any time during the term or academic year.

With a few exceptions, Graduate Assistants follow the employment guidelines in the Employee Policy and Procedure Manual, including but not limited to employee discipline or, termination for willful misconduct.

Timesheets and Reporting Time Worked.

Graduate Assistants must complete a bi-weekly record of hours worked. Timesheets are to be completed accurately, neatly, and in adherence to the established deadlines for a given payroll period. Timesheets are then submitted to the Higher Education Leadership Administrative Assistant as a record to track hours worked and assess the time commitments of Graduate Assistants. Graduate Assistants may not volunteer their time.

The University may, on occasion, be delayed or closed in the event of an emergency, including snow delays/cancellations. Graduate Assistants generally are not required to report to work during—and will not be paid for—times in which the University is operating under a delay or closure.

Salary Schedule

Graduate Assistants are paid on a fixed bi-weekly payment schedule. The payment processing schedule is available online at https://www.messiah.edu/payroll/pages/pay_schedules.

Work Schedule

Graduate Assistantships follow the working-time schedule of the employing unit. Work schedules should be arranged at the beginning of each semester so there is no conflict with the Graduate Assistant's class schedule, but also meets the needs of the department.

Leave Time (Vacation, Sick, Family)

Graduate Assistants are not eligible for vacation, personal holiday, sick leave (including family leave), or unemployment benefits. Graduate Assistants are expected to make up any work sessions that are missed because of illness, and, to the extent that it is possible, to notify their supervisor in advance so that the University's responsibilities to students may be met.

Amorous Relationships

Amorous relationships between Graduate Assistants and undergraduate students are prohibited, and amorous relationships between supervisors and Graduate Assistants are prohibited. Graduate Assistant should not engage in an amorous relationship with a student or another employee over whom he/she has any authority, power of evaluation or advisement. An exception to this policy may be with respect to an existing amorous relationship which pre-dates Graduate Assistant's affiliation with the University.

Employee Alcohol Usage Policy

Messiah University prohibits the possession or consumption of alcohol by Graduate Assistants on property owned or controlled by the University with the exception of personal residences not used for student housing. Graduate Assistants are prohibited from consuming alcohol with undergraduate students or furnishing alcohol to undergraduate students as well as when conducting official University business. Graduate Assistants are expected to exercise professional discretion in social settings.

Tobacco-Free Workplace

Messiah University is dedicated to providing a healthy, comfortable and productive work environment for our employees. It is a tobacco-free environment. Smoking and the use of tobacco in any form is, therefore, prohibited in, on, or about all University-owned or leased buildings, grounds and property and University vehicles, whether or not on campus. In addition, those individuals who are issued University uniforms shall refrain from the use of tobacco products while wearing these uniforms. The use of e-cigarettes or any non-FDA approved nicotine delivery system is also prohibited.

Drug-Free Workplace

In compliance with the Drug-Free Schools and Campuses Act, Messiah University is committed to maintaining a healthy work environment. Accordingly, the University prohibits the manufacture, possession, use or distribution of illegal drugs by all employees.

The health risks associated with the use of illegal drugs and the abuse of alcohol are significant. The University desires and is prepared to help employees who have a drug or alcohol related problem. Employees seeking assistance will be provided with access to substance abuse programs, community resources for assessment and treatment, and counseling.

In addition to any disciplinary action, the University may also involve local law enforcement officials when appropriate. A complete statement of the University's policy is distributed annually to all Messiah University students and employees.

Medical Marijuana

Because the Federal government has not legalized marijuana, it remains a banned substance under federal law. Messiah University receives federal funding through such things as student financial aid and is therefore required to ban all marijuana use on campus including the use of medical marijuana. Employees having a physician's certification for use of medical marijuana are required to work with the Benefits Manager for Human Resources & Compliance to request a possible accommodation. Employees found in possession, using, or distributing marijuana while on campus (even with a medical marijuana certification card) may be subject to disciplinary action.

Weapon-Free Workplace

To ensure that Messiah University maintains a workplace safe and free of violence for all employees, the University prohibits the possession or use of weapons on University property. A license to carry the weapon does not supersede the University policy.

"University Property" is defined as all University-owned or leased buildings and surrounding areas such as sidewalks, walkways, driveways and parking lots under the University's ownership or control. This policy applies to all vehicles that come onto University property.

Weapons include, but are not limited to, firearms, explosives, knives, pellet or BB guns, Tasers, stun guns, wooden or metal batons, bows and arrows (sharpened or hunting tips) and other weapons that might be considered dangerous or that could cause harm. In addition, sports equipment derived from or similar to weapons such as baseball bats, fencing swords, bows & arrows, javelins, paint ball guns should be confined to sports facilities for their use or kept locked in a personal vehicle.

Messiah University reserves the right at any time to contact law enforcement authorities if there are reasonable grounds to believe that an employee or a visitor has a weapon on University property.

Jury Duty

Graduate Assistants who are required to serve as jury members must present a court voucher to their supervisors. Monies earned from the court for jury duty pay--both wages and mileage reimbursement-- may be kept by the employee.

The University does not pay for time off due to jury duty for temporary/occasional workers or Graduate Assistants.

Use of University Equipment and Facilities

The University prohibits the borrowing of University-owned equipment or materials for personal use. Exceptions to this policy will be made only in emergency situations or on compassionate grounds with prior written approval. Graduate Assistants are instructed to fill out a "University Property Use Form" available through the Department of Safety. The borrower is responsible to obtain all the required signatures. The borrower also assumes the responsibility for injury to themselves or others and/or damage to the equipment.

Outside employment undertaken by University Graduate Assistants should not require extensive use of University facilities or equipment. The University reserves the reserves the right to limit a Graduate Assistant's personal use of University resources as necessary.

Personal Business

While at work, employees are expected to concentrate on work. At the same time, personal and professional activities sometimes blur and employees conduct minor personal business in the workplace. Extended attention to personal business, including personal calls, social conversations, paying personal bills, and composing personal e-mails, is to be avoided.

Employee Social Media Policy

Messiah University recognizes that social media is a relevant means of communication that

is worthy of Graduate Assistants thoughtful, purposeful engagement to promote the University and its people, programs and priorities.

Graduate Assistants are encouraged to utilize social media in a way that supports the work and mission of Messiah University and are reminded that all content they create is expected to reflect the ethical, moral and professional standards of Messiah University. Graduate Assistants should refrain from overuse of personal social media channels while working.

When using social media, Messiah University expects Graduate Assistants to use respectful communication and sound professional judgment. Because everything posted in social media is instantly and permanently public, Graduate Assistants should review and implement Messiah's best practices for social media.

Employee Safety

Graduate Assistants are required to follow all established safety policies and procedures and to cooperate with safety and security personnel of the University. Such policies have been established and posted in conjunction with the Occupational Safety and Health Administration (OSHA). The Safety Committee shall periodically review safety and health matters on campus. Copies of safety policies are available through the Office of Human Resources.

Graduate Assistants must comply with safety practices relating to their work and can contribute to a safe work environment by:

a. Reporting any unsafe or unhealthy conditions or practices to their supervisor.
b. Reporting crimes or suspicious activity to the Department of Safety.
c. Reporting all on-the-job accidents/injuries to their supervisor and completing an incident report form.
d. Seeking treatment in the event of an on-campus accident/injury requiring immediate attention.

Support Services and Amenities

Notary Public

The services of a Notary Public, excluding automobile services, are available to employees of the University without charge. Notary services are by appointment only. To schedule an appointment, please send an email to Dan Campbell: dcampbell@messiah.edu.

The Campus Store

All trade books, office supplies, computer supplies, art supplies, clothing, health and beauty items, greeting cards, imprinted gifts and many other items are available in the store. Textbooks can be purchased at Slingshot or online at https://messiahugear.com/. MasterCard, VISA, Discover and Falcon Dollars are accepted forms of payment. Campus Store Discount: All employees receive a 20% discount on purchases from in-stock inventory in the Campus Store. Certain items are not eligible for this discount.

University Press

The Messiah University Press is Messiah's centralized source for printing, duplicating, bindery, finishing, publishing, bulk mail services, and print warehousing. University Press maintains a fleet of satellite copiers where convenient, low volume and urgent copying is required. Office consumables such as copier paper, laser paper, general office forms, and University stationery are available through University Press.

Copy Facilities

The University Press maintains a satellite copier fleet on campus as a convenience to students, faculty and staff. These copiers provide quick turnaround copies for copying needs under 50 copies. All types of work, University and personal, may be done on a self-service basis during office hours. Employee ID Cards are needed to operate copiers. Your supervisor will have your ID card enabled to print for your department. Copies are charged at a per page rate. For larger jobs, the University Press also has an online copy form found in FalconLink and offers delivery back to Old Main building (LTS) or your administrative assistant's office. By submitting your copy order online, the University Press will copy it at a lower copy rate than the satellite copiers, and return the job back to your office area. This not only saves the department budget money, but also reduces the service costs on the satellite copiers. More information can be found online at: http://www.messiah.edu/info/20180/online_copy_order.

Additional services provided by University press include design services, digital printing, banners, envelopes, brochures, posters, signs, marques, and bindery/finishing. To request an estimate, email MessiahPress@Messiah.edu with the details of your project. More information on estimates can be found online at: https://www.messiah.edu/press/services-provided/request-an-estimate.

Health and Counseling Services

Graduate Assistants may utilize on-campus health services via the Engle Center on a limited basis. Please note the hours of operation at the Engle Center are for the fall and spring semesters only. It is important to note that GAs are required to have health insurance. Students will be automatically enrolled in and charged for the school's student health insurance plan unless they waive the school health insurance.

TimelyCare provides free, 24/7 access for medical services (e.g. treating colds, sinus infections,

allergies) and health coaching (nutrition, sleep issues, weight management, and more). Additionally, students have 24/7 access to a mental health professional using the TalkNow option and have the ability to schedule mental health sessions with a licensed counselor using the Scheduled Counseling option. Visit the website to download the app.

Direct Deposit

Direct deposit is available to all Graduate Assistants. Graduate Assistants interested in direct deposit must complete the Direct Deposit Authorization Form.

Student Financial Services

The Graduate Student Financial Aid Office is available with questions pertaining to federal, institutional, and international work and financial aid. The Graduate Student Financial Aid Office can be contacted at:

Contact: Nak Chhoeung or Bryan Stout
Email: gradfinancialserv@messiah.edu.
Phone: 717.691.6007
Office: Kim S. Phipps Admissions and Welcome Center (on Grantham Campus)
Mail: Financial Aid Office, One University Avenue, Mechanicsburg PA 17055

Library

The Murray Library houses the University library, Learning Technology Services, the Brethren in Christ Historical Library and Archives, and the Ernest L Boyer Center Archives. All University employees enjoy library borrowing privileges, including interlibrary loan services. Orientation and instruction in the use of the library are provided by the professional staff by appointment.

Lost and Found

All lost and found items are to be turned in to the Dispatch Office in Eisenhower Campus Center. All valuable items will be logged in and will be held for a period of 30 days and every attempt will be made to contact the rightful owner(s). After 30 days, all unclaimed items will be donated to charity or discarded. All money turned in will be donated to summer missions projects if unclaimed.

Mail Service

The Campus Store is responsible for mail distribution to the campus community. Departments have mail designees who will be notified of incoming mail. The Campus Store processes all mail and packages using a system of barcodes and scanning. Outgoing mail and packages should be dropped off at the Campus Store during normal business hours. There is also a drop box available for outgoing items outside the Campus Store entrance.

Residential Housing

On-campus apartment housing is available on a first-come, first-served basis throughout the school year. The on-campus living timeline and process can be viewed by visiting: https://www.messiah.edu/graduate-student-services/housing-and-dining/living-on-campus. Graduate student services, SGPS, may be contacted with any questions. The following information pertains to those who choose to live in on-campus housing as graduate students:

HOUSING CONTRACT

All graduate residential students are required to sign a Graduate Housing Contract that provides general policies and regulations for students living in university-owned housing. View an electronic copy of the grad housing contract.

HOUSING CONTRACT CANCELLATION

A housing contract is issued for one academic year (three semesters). You or the University can cancel your contract. You may cancel your housing contract by submitting an online cancellation form or written statement to the Office of Residence Life or via e-mail at housing@messiah.edu. Refer to your contract or contact the Office of Residence Life for information regarding cancellation fees.

HOUSING CONTRACT PAYMENTS AND FEES

You agree to pay to the Messiah University published rate for your housing according to the Student Financial Services Office's schedule. Failure to make required payments does not relieve you of the obligations and duties of the housing agreement. You are also subject to the Student Financial Services Office's late payment fees for past due balances on your account, including housing and any related housing charges.

Room Reservations

Virtual EMS is Messiah's scheduling software located. This is the preferred way to self-select and reserve your room/location. A valid account is required to use Virtual EMS. Contact Room Reservations for assistance in setting up your account. Additional information about reservations including rooms and vehicles can be found at conference and event services.

Telephone/Fax Services

University telephones are provided for the conduct of University business. Therefore, local personal calls should be limited in length and number. Long distance personal calls and faxes are prohibited. The University has the capability of printing logs of all telephone numbers, local and long distance, called to or from campus. In the event of perceived abuse, these records may be used to conduct appropriate investigations.

Emergency Closing Procedure, Grantham Campus

In the event that weather conditions or other emergencies should cause the University to close or delay the workday, an announcement will be communicated on the University's:

- Home page (www.messiah.edu)
- Text Alert System

Vehicle Registration

All vehicles that are regularly parked on the campus must be registered with the Department of Safety; this is completed by submitting the Employee Vehicle Registration Form found in FALCONLink. Parking permits are issued by this office to employees, who will be issued one mirror-hanging permit per person. If an employee has more than one vehicle, they must register all owned vehicles however will only receive one permit. The employee is required to move that parking permit onto the vehicle being driven and parked on campus. Temporary permits for visitors and guests are available at the Dispatch Office as well. Please take time to review the University "Campus Parking Map" and the "Employee Traffic Code" at the Department of Safety website by clicking the quick link "Vehicle Parking Information". You are responsible for abiding by the parking and traffic regulation. Persons leaving employment with Messiah University must surrender their parking permit to the Department of Safety or to their supervisor who is then required to return it to this department.

University Fleet - 15 Passenger Van Testing

The Department of Safety currently conducts 15 Passenger Van Testing (training) each month. Testing is required for all persons (faculty, staff, student or other drivers) who desire approval to operate a 15 Passenger Van or other larger profile vehicle for any University related business. Since 15 Passenger Van Testing is only conducted on a periodic basis, it is extremely important that van testing is completed well in advance of any anticipated need (e.g., semester breaks, spring break, scheduled events, outreach teams, ministry teams). To receive more information on

how to become an approved driver, please refer to forms on the following link: http://www.messiah.edu/info/20570/safety_training/820/University_fleet_driving_services .

Fitness Center

The Falcon Fitness Center is open to all Messiah University employees (and spouses) free of charge. The fitness center is an impressive 14,000 square feet with over 100 pieces of cardio equipment and an expansive resistance training area. Employees have automatic membership. Spouses must go in person to Falcon Exchange to get membership activated. For more information on hours and access visit the fitness center website https://www.messiah.edu/falconfitnesscenter or email fitnesscenter@messiah.edu.

Group Exercise Classes

The Falcon Fitness Center offers an unlimited group exercise membership for all graduate students ($15). This membership gives you access to book into every group exercise class offered. Classes normally run for 10-12 weeks each semester with around 15 classes each week. The fitness center offers Yoga, Pilates, Spin, High Intensity circuit training, core, and more. For more information select the group exercise tab on the Falcon Fitness Center home page.

Pool

The pool is open to all graduate students free of charge. A valid Messiah ID activated by the online waiver (same as fitness center) is needed to gain access to the pool. For more information about the pool: https://gomessiah.com/sports/2012/1/23/GEN_0123124417.aspx?tab=aquatics.

Career Services

The Career and Professional Development Center offers a selection of services to support graduate students' career development. These services include: personal career coaching (in-person or virtual) regarding resume and cover letter writing, interview preparation and job search strategies; access to CPDC programs that are open to all students, including the annual Career Expo, Pizza with Professionals Series featuring employer information sessions, and Rezumania (resume review service); access to job postings through our exclusive Handshake portal; and access to CPDC guides and tutorials through our website: messiah.edu/career. Please contact Meg Jones Hoover at mjoneshoover@messiah.edu with any questions or to schedule an appointment.

Student Services

Graduate students are a vital part of the Messiah community and we are here to help you to achieve your educational and personal goals. We realize that you already have a busy life and are likely balancing your graduate education with a career, community involvement, family responsibilities and other commitments. During your time at Messiah University, our goal is to assist you in meeting your educational goals through a variety of student services. Contact us at sgpsstudentservices@messiah.edu.

Benevolence Fund

Messiah's Graduate Student Benevolence Fund provides assistance to a current graduate student experiencing a crisis or hardship. Potential recipients may be nominated by any Messiah employee, student, or through self-nomination. Upon the determination that financial assistance will be granted, distributed through the recipient's student financial account.

Criteria for funding requests:

1. Nomination should be for a current graduate student at Messiah.
2. Assistance for basic necessities such as food, clothing, housing/utilities, medical assistance, and/or transportation will be given priority.
3. Financial assistance will be limited to one transaction per student.
4. Documentation of need may be requested.

To **nominate** a student or self, do the following:

1. Submit a request by completing this form.
2. Provide as much detail as possible, including supporting documents.

The committee will meet to review and discuss the nomination. Grad Student Services or a designated member of the committee will contact the student to inform them of the decision made by the committee and any assistance.

Getting Involved

Once you're on campus, you'll realize it's buzzing with activity and that there's always something to do. Our goal is to not only to educate you, but to also offer you an exciting few years of fun and friendship. Below is a list of ways to be involved around campus both in a professional and personal context.

- Chapel
- Community Day in August
- Music, Art, and Theater Events
- Service Day
- Athletic Events

Local Resources

The following is a list of items of places within 20-30 minutes of Messiah University. This is just a sampling of what is in the area.

- Local Churches (Messiah University Database)
- Post Office (for when Campus is closed)
  - Grantham (by the Lenhart Building on the other side of the railroad tracks)
- Car Maintenance
  - Snavely & Son Automotive (Appointment Only)
    - Lisburn Road (717) 766-9111
  - Team One Auto
    - Dillsburg and Carlisle Pike (Mechanicsburg)
  - Zimmerman's Automotive Shop (Quick Lube & Repairs)
    - Mechanicsburg http://www.zimmermansauto.com/
- Medical
  - UPMC – office locations and hospitals
    - Urgent Care
      - 6481 Carlisle Pike | Mechanicsburg, PA 17050
  - Penn State Health – office locations and hospitals
    - Urgent Care
      - 431 N 21st St | Camp Hill, PA 17011
  - Patient First Urgent Care
    - 107 S Sporting Hill Rd, Mechanicsburg, PA 17050
    - (717) 943-1781
- Grocery Shopping
  - Weis (closest to Messiah University):
  - Aldi (two locations: Lower Allen Exit off Highway 15 and Carlisle Pike)
  - Giant Food Stores (several in the area)
  - Grocery Outlet Bargain Market (Simpson Ferry Rd - Mechanicsburg)
  - Trader Joes (Lower Allen Exit off Highway 15)
- Wegmans (Carlile Pike)Local Dining & Restaurants
  - https://www.messiah.edu/visitors/documents/restaurant_guide.pdf
- Lower Allen (exit off of Highway 15):
  - Capital City Mall: http://shopcapitalcitymall.com/
  - Movie Theatre (Digiplex Cinema): http://digiplexdest.com/location?house=39348
  - Several other things in this area, as well, including restaurants (Starbucks, Bonefish Grill, Bruster's Ice Cream, Chick Fil-A, Playa Bowls, Nothing Bundt Cakes, Wendy's, Burger King and Texas Roadhouse) and other shops (Michael's Craft Store, WalMart, Dick's Sporting Goods)
- Carlisle Pike
  - The Carlisle Pike includes several different stores, restaurants, hotels, and other shops. Here are a few that come highly recommended (search store name and "Carlisle Pike"):
    - Stores: Target, Super Walmart, Ross, Kohl's, Marshalls, Old Navy
    - Restaurants: Chick-Fil-A, Crumbl Cookie, Mr. Sticky, Buffalo Wild Wings , Carraba's Italian Grill, Sweet Frog, Urban Churn
    - The Home Depot, Lowe's, Hobby Lobby, Ollies

- Downtown Harrisburg
    - Downtown Harrisburg has several different options and unique stores, but here are a few that come highly recommended:
        - Midtown Scholar: http://www.midtownscholar.com/
        - Broad Street Market: http://www.broadstreetmarket.org/
        - Yellow Bird Café: http://yellowbird-cafe.com/
        - Midtown Cinema: http://midtowncinema.com/
        - Little Amps Coffee: http://littleampscoffee.com/
        - Home 231: http://home231.com/
        - El Sol: http://elsolmexicanrestaurant.com/
- Hershey
    - Chocolate World
    - Hersheypark (discount tickets available at local grocery stores and the Hersheypark website)
    - Tanger Outlets
- Local Attractions
  These are just a few more recommendations for spots to eat, places to shop and things to do. If you find yourself wanting to try something new, check out this guide found here: https://www.messiah.edu/area/.

Professional Development Resources

As a Graduate Assistant, you have a unique opportunity to engage in professional development by participating in department-specific and campus-wide meetings and conferences, and having access to campus resources. Be sure to take advantage of this time on campus by interacting with other professionals and gaining insight into the field. Ask your supervisor about opportunities that exist within your area of interest, such as meetings, webinars, or conferences.

Professional Development Opportunities for Graduate Assistants

- Community Day
- What's Up Doc
- Fall and Spring professional development meetings within your department

Career and Professional Development Center

The Career and Professional Development Center offers a selection of services to support graduate students' career development. These services include: personal career coaching (in person or virtual) regarding resume and cover letter writing, interview preparation and job search strategies; access to CPDC programs that are open to all students, including the annual Career Expo, Pizza with Professionals Series featuring employer information sessions, and Rezumania (resume review service); access to job postings through our exclusive Handshake portal; and access to CPDC guides and tutorials through our website: messiah.edu/career. Please contact Meg Jones Hoover mjoneshoover@messiah.edu for any questions or to schedule an appointment.

- Career and Professional Development Center Website
- Resources for graduate students
- Handshake: Messiah's Job and Internship Portal
- FOCUS: Online Career Exploration and Self-Assessment

Suggested Resources and Readings

- Council for the Advancement of Standards in Higher Education (CAS)
- *StrengthsFinder 2*.0 - Tom Rath
- Chronicle of Higher Education Leadership

Professional Associations

- Student Affairs Administrators in Higher Education (NASPA)
- National Association of Collegiate Directors of Athletics (NACDA)
- American University Personnel Association (ACPA)
- Association of Christians in Student Development (ACSD)

HIED Mission and Learning Outcomes

Mission Statement: *The Graduate Program in Higher Education Leadership equips visionary Higher Education Leadership leaders to be agents of innovation and renewal.*

Goals for the HIED degree (Student Success, Strategic Leadership, College Athletic Leadership, or Individualized):

- To equip leaders to transform various Higher Education Leadership contexts, including colleges/universities, professional associations, and Higher Education Leadership agencies.
- To prepare practitioners to make effective, strategic, and innovative decisions to assure excellence in educational programs and mission-driven initiatives.
- To develop scholars who advance the field of Higher Education Leadership and its contribution to society.
- To nurture leaders with a professional identity rooted in the ethical and vocational sensibilities of the Christian tradition.

Goals for the Intercollegiate Athletic Leadership degree:

- To prepare professionals with a comprehensive understanding of athletic administration, including strategic planning, organizational effectiveness, event management, sport marketing, and leadership formation;
- To develop educators who understand the philosophical context of intercollegiate athletics and related athletic associations;
- To develop leaders who leverage the benefits of intercollegiate athletics for access, equity and student success;
- To nurture athletic leaders with a professional identity rooted in the ethical and vocational sensibilities of the Christian tradition.

University-Wide Identity, Mission and Educational Objectives

Messiah University is dedicated to helping students blend faith with learning in service to the world. As a Christian University of the liberal and applied arts and sciences, Messiah University advocates a bold and disciplined exploration of the world and expects its students to both embrace and participate in that endeavor. At the same time, Messiah seeks to instill in its students a sense of intellectual humility, recognizing that even the most learned persons have limited insight and therefore need the insights of others.

The paradigm under which Messiah's undergraduate educational programs are designed is that of liberal education. By raising the right questions, exposing students to multiple perspectives, and encouraging critical thinking, Messiah seeks to enable its students to respond with maturity to the world's complexities. In addition to nurturing these intellectual skills, the University encourages its students to apply their knowledge to the needs of the world—as servants, as leaders, and as agents of reconciliation.

Messiah University has a historic relationship with the Brethren in Christ Church. Now expressed in a covenant agreement, this heritage informs the University's programs and activities. The distinctive of this heritage, which is rooted in the Anabaptist, Pietist, and Wesleyan traditions of the Christian faith, include emphases on justice-seeking, peacemaking, reconciliation, evangelism, and service. Accordingly, the University encourages and prepares students to act as servants who extend the gifts of grace and peace to a broken world. The University also recognizes the need for each individual to appropriate the Christian faith and express that commitment in daily living within a community.

Identity Statement
Messiah University is a Christian University of the liberal and applied arts and sciences. The University is committed to an embracing evangelical spirit rooted in the Anabaptist, Pietist and Wesleyan traditions of the Christian Church.

Mission Statement
Our mission is to educate men and women toward maturity of intellect, character and Christian faith in preparation for lives of service, leadership and reconciliation in church and society.

Motivated by a Common Mission
The opening commitment of our mission statement—to develop students' "maturity of intellect, character and Christian faith" —reflects the integration of our community's shared faith into every aspect of the Messiah University experience. This holistic educational model was the bold vision of our founder S. R. Smith more than 100 years ago and remains a cornerstone of our identity.

Graduate School Mission
Advancing the mission of Messiah University, the School of Graduate Studies educates students for a lifetime of intellectual exploration, ethical leadership and exceptional professional practice within a complex world.

The other core components of Messiah's mission—service, leadership and reconciliation—are also firmly rooted in the context of our Christian faith. We don't just serve because it's the "right thing to do"; we serve because God calls us to open our hearts to the poor and needy and to work for justice wherever injustice prevails. We learn to lead believing that Jesus is our ultimate example of leading with compassion, respect and love. And, because of our faith, we are compelled to build bridges of understanding and peace to demonstrate the reconciling love of God to others.

Toward achieving this mission, the School of Graduate Studies has adopted six Graduate Learning Outcomes (GLOs).

Upon completion of their degree, Messiah University graduate students will:

1. Exhibit mastery of specialized knowledge
2. Perform scholarly activities informed by professional standards
3. Demonstrate mastery of competencies required in their field of study
4. Articulate how Christian faith and principles inform their vocation
5. Apply ethical principles relevant to their profession
6. Demonstrate intercultural competence

All departments at Messiah University are required to have assessment plans that identify program-specific objectives as well as plans to assess the ongoing achievement of these objectives. Graduate Assistants should be work with their supervisors to gain familiarity with the program's specific aims and means of achieving them.

Reflective Practice Model

The reflective practitioner makes explicit the **philosophy and assumptions** that undergird his/her practice in Higher Education Leadership. Reflectivity in practice suggests the following:

- a **thorough understanding and continually updated knowledge** of theory, research, and practice related to teaching, learning, and administration are central to the ability to ask good questions about the complex situations we encounter as practitioners;
- an understanding at the deepest level that **decisions are neither simple nor linear**, and that we need great sophistication and wisdom to understand the implications of all we do;
- an ability to bring **multiple aspects** of prior experience, educational background, and professional judgment to bear in all situations we encounter;
- an understanding that our **professionalism** is based on the ability to act and react using our distinct knowledge as the foundation for interactions with constituents in the university setting.

Critical Reflection in the Assistantship

Graduate Assistant supervisors play a key role in helping Graduate Assistants accomplish the following:

- think about issues that enhance their skills as;
- become familiar with the professionalism of critical reflection in Higher Education Leadership administration;
- appreciate their unique personal and professional strengths;
- identify areas for personal and professional growth.

Source: Schoen, D.A. (1983). *The reflective practitioner*. New York: Basic Books.

Appendix B – HIED course descriptions

HIED 511: Foundations of Higher Education (3)
This course provides an integrated overview of the philosophical, theological, cultural, and historical contexts that influence Higher Education institutions in the 21st century. Students consider the relationship between Higher Education and society, emphasizing the development of Higher Education in the United States within a dynamic, global context. This course considers the purposes of Higher Education Leadership and related developments in diversity of institutional type, access, and curricula. An emphasis is placed on considering significant issues facing Colleges and universities and preparing students to respond with imaginative and innovative solutions.

HIED 512: Organizational Culture and Governance in Higher Education (3)
This course explores leadership and governance structures in Colleges and universities, emphasizing the attainment of generative capacities and innovative strategies for addressing critical issues and contributing to Higher Education renewal. Students examine the relationship between the university/University and the constituencies it serves, the role of outreach in the contemporary University or university, and the roles of faculty, administration, staff, and board in institutional governance and decision-making. Students will analyze actual challenges facing Higher Education institutions as well as generate and present potential responses.

HIED 513: Institutional Assessment and Effectiveness (3)
This course explores the role and importance of assessment in Higher Education, with an emphasis on designing effective student learning outcomes and departmental goals as well as institutional effectiveness strategies and review. Students will also be introduced to accreditation processes and how to use national institutional survey data to inform assessment.

HIED 514: Equity Issues in Higher Education (3)
This course examines the intersection of excellence, equity and belonging in institutions of Higher Education. Students examine the educational needs of diverse learners as well as explore various theories and practices utilized to achieve and sustain Higher Education institutions that effectively serve the diverse society of which the academy is a part. (Prerequisite 9 credits).

HIED 515: Strategic Leadership in Higher Education (3)
This course provides a working knowledge of strategic planning and resource management in Higher Education, with attention to the pragmatic skills and tools relevant to educational and administrative leaders. Students develop model strategic plans that demonstrate the interplay between planning and resource management (human, financial, and intellectual) in Higher Education. The course stresses the importance of fostering a culture of innovative, data-driven decision-making and one that considers the importance and impact of finance in Higher Education.

HIED 516: Legal and Ethical Issues in Higher Education (3)
This course examines the legal principles that guide the administration of Higher Education. It presumes no prior knowledge of law but seeks to give students a detailed framework for understanding both legal and ethical issues in Higher Education. The course will prepare practitioners to understand the legal environment in which colleges and universities function and will offer an overview of the specific areas of law that directly affect key groups (administrators, faculty, staff, and

students) in postsecondary institutions. Students will study historical, contemporary, and emerging legal and ethical issues in Higher Education; special attention will be given to student protections (including due process), torts, institutional liabilities, and access (including Title IX).

HIED 520: Academic Engagement and Learning in Higher Education (3)
The course will consider theoretical foundations and programmatic strategies associated with University student engagement. This course emphasizes research-based theories and strategies associated with academic engagement. Students examine particular learning theories and their applicability to the educational needs of a diverse body of learners.

HIED 525: Curriculum Development in Higher Education (3)
This course examines the historical and contemporary factors that influence curriculum development in Higher Education. Models for designing, implementing, delivering, and assessing undergraduate curricula will be examined. Students will gain insight into the trends, tensions, challenges, and variations in curricular emphases of University's and universities.

HIED 530: Intercollegiate Sport Administration (3)
This course involves a study of the basic understanding of administration theory and practice as it applies to intercollegiate athletics. Personnel management, including staffing, training, creating a favorable work environment, position descriptions, and employee evaluations will be discussed. Also, the course is designed to provide basic financial considerations an intercollegiate athletic director must understand to function effectively. It includes the financial challenges facing the profession, sources of funding, budgeting and financial statements, the concept of economic impact analysis, and the benefits and challenges of using public and private-sector funds.

HIED 531: Events and Facilities Management in Intercollegiate Athletics (3)
Athletic departments must plan and manage a variety of events including team practices, competitions, development and alumni activities, hosting tournaments, and outreach activities. This course will engage students in understanding the planning process and operations around event production, facilities management, staffing, scheduling, development events, and alumni relations. Capital planning will also be examined.

HIED 532: Marketing and Sponsorship in Intercollegiate Athletics (3)
This course presents an overview of the various techniques and strategies used in meeting the wants and needs of consumers in the sport industry, specifically intercollegiate athletics. Areas to be addressed are the uniqueness of sport marketing in comparison to traditional marketing, an overview of the segments of the sport industry, the importance of market research and segmentation in identifying the right sport consumer, the use of data-based marketing in reaching the sport consumer, the overview of the marketing mix as individual units and the relationship between those units, and the development of sponsorship and endorsement packages.

HIED 534: Intercollegiate Coaching (3)
This course examines general pedagogical techniques and practices of coaches in the context of intercollegiate athletics. The application of leadership theory, administrative practice and organizational change are applied to the development of head and assistant intercollegiate coaches, along with an additional exploration of recruiting, team development and management, and character development of student athletes.

HIED 550: Student Development in Higher Education (3)
This course provides a foundational overview of theory and practice associated with Student Affairs administrative leadership. Theoretical frameworks (e.g., psychosocial, cognitive-structural, social identity) will be discussed in terms of their foundational constructs for influencing University student learning and growth as well as for understanding their applicability in various functional areas of Higher Education. An emphasis will be placed on using theory to guide and improve educational practice.

HIED 551: College and University Environments (3)
This course will introduce students to the complexity of college and university campuses and cultures. Theoretical concepts and empirical findings will be examined that help to describe college environments and explain their impact. The aim of the course is to familiarize students with today's diverse and emerging Higher Education settings and to explore strategies for enhancing educational environments. Students will explore Higher Education environments and their impact on various student populations, including underrepresented students. Students will develop a comprehensive understanding of Higher Education settings as well as the strategies for enhancing these environments to maximize student engagement for learning and development.

HIED 552: Student Affairs Practice (3)
This course provides an orientation to student affairs practice, including the development of student affairs programs and the framing of its role in Higher Education. Students will explore topics such as the professionalization of student affairs, academic and student affairs partnerships, the role of experiential education in cocurricular programming, and principles that guide good practice.

HIED 553: Enrollment Management in Higher Education (3)
Students are introduced to the enrollment management and its place within a college or university. Topics include recruitment and choice processes from a marketing perspective, the impact of financial assistance and scholarships on enrollment patterns, and integrating leadership and management theories with student recruitment and retention practices.

HIED 555: Spiritual Formation in Higher Education (3)
This course provides students with a comprehensive introduction to spiritual formation in Higher Education. This course includes the principles of spiritual formation as well as a broad range of historical and philosophical approaches to faith and spirituality. The course considers the importance of creating mentoring environments that nurture spiritual and faith development as well as vocational commitments among University students.

HIED 562: Internship in Higher Education (3)
The internship is a supervised field experience of 120 hours in a setting consistent with the students' professional and educational goals. The internship experience is designed to enhance students' professional capacities in Higher Education. Students will assume administrative responsibilities at a college, a university, or another Higher Education organization, under the supervision of an accomplished professional in the field. These responsibilities must be graduate-level in scope and represent new learning for the student. Students will engage in academic and professional reflection. *Prerequisites: completion of 12 HIED credit hours in the program.*

HIED 563: Internship ll in Higher Education (3)
The internship ll is a supervised field experience of 120 hours designed to provide further experience

in a setting consistent with the students' professional and educational goals. Students will assume administrative responsibilities at a college, a university, or another Higher Education organization, under the supervision of an accomplished professional in the field. These responsibilities must be graduate-level in scope and represent new learning for the student. *Prerequisites: HIED 562*

HIED 565: Thesis (3)
Supervised independent research on a focused topic related to Higher Education. Thesis proposal must be approved by instructor and Program Director prior to registration. *Prerequisite IPEC 580.*

HIED 567: Professional Seminar (3)
This course provides an opportunity for students to use the tools and knowledge acquired during the program to address a challenge or opportunity specific to the administrative area or institution in which they are employed full time. Students will identify a challenge, analyze research related to the issue, and develop actionable recommendations for responding to the issue and share those recommendations with others within their institutional context in both written form and oral presentation. *Prerequisite: 15 credit hours completed.*

IPEC 580: Research Methods (3)
The focus of the course is on the fundamental principles and methodologies of educational research. This course provides a broad overview of research methods, including the formulation of research questions / hypotheses, sampling methods, as well as quantitative, qualitative, and mixed research designs. A basic introduction to statistical analysis as well as consideration of ethical implications of research will also be addressed. The course provides students with the skills needed to critically evaluate published research and to develop a framework for designing a research proposal in an area of interest.

LEAD 501: The Character of a Leader (3)
This course focuses on the cornerstone of effective leadership - personal character. Students will explore character attributes that comport with God-honoring leadership; effective models for cultivating character attributes and personal development; inhibitors to development; and the impact of character on effectively leading others and achieving organizational success.

LEAD 550: Organizational Effectiveness (3)
This course focuses on theories, approaches, and techniques to evaluate, measure, and maximize an organization's effectiveness at achieving its desired outcomes. Students examine how leadership, organizational structure, people, work processes, policies and procedures, systems, and organizational culture influence effectiveness.

Appendix D – Graduate Assistant Evaluation

(This form will be sent to the supervisor)

Graduate Assistant Evaluation

To be completed by December 12th and May 10th by the Immediate Supervisor

Graduate Assistant Name: _____

Academic Year/Term: _____

Supervisor's Name: _____

Graduate Assistant Department: _____

Briefly describe the responsibilities the graduate assistant has carried out this semester (beyond details available in position description).

_____

1. Rate the graduate assistant you supervise on the criteria below according to his or her level of accomplishment or ability demonstrated in the assistantship this semester.

   4=exceptionally high level; a superior performance; exceeded expectations
   3=high level; good; consistent with expectations
   2=moderate level; adequate; met some but not all expectations
   1=low level; definite improvement needed; did not meet expectations

   a) ☐ Degree to which overall responsibilities have been met by the graduate assistant.
   b) ☐ Ability to assume responsibility within the office or department.
   c) ☐ Development of practitioner skills and competencies.
   d) ☐ Ability to work effectively with people.
   e) ☐ Reliability in maintaining appointments and commitments.
   f) ☐ Ability to balance time and energy demands of graduate coursework and assistantship responsibilities.
   g) ☐ Ability to function effectively independent of close supervision.

2. Are there any other comments with respect to the ratings you would like to share with us about the graduate assistant?

3. In what area(s) does your graduate assistant show particular promise or unusual talent? In what area(s) would you recommend your graduate assistant attempt to strengthen his or her skills?

4. On the following scale how would you rate your overall level of satisfaction with your graduate assistant's performance this semester?
(1=unsatisfactory, 2=mostly dissatisfied, 3=dissatisfied, 4=satisfied, 5=mostly satisfied, 6=very satisfied)

Overall Rating:

Supervisor Signature/name: **Date**

I have read this evaluation and have discussed the contents of this evaluation with my supervisor.

Graduate Assistant Signature/name: **Date**

Please return to:
Tina Keul
Administrative Assistant
Graduate Program in Higher Education Leadership
tkeul@messiah.edu

Appendix E – Professional Associations

Higher Education General

Association for the Study of Higher Education

The Association for the Study of Higher Education (ASHE) promotes collaboration among its members and others engaged in the study of Higher Education through research, conferences, and publications, including its highly regarded journal, The Review of Higher Education. ASHE is committed to diversity in its programs and membership, and has enjoyed extraordinary success in involving graduate students in Association activities.

Council for Christian Colleges and Universities

The Council for Christian Colleges & Universities (CCCU) is a higher education association of more than 185 Christian institutions around the world. Since 1976, the CCCU has served as the leading voice of Christian higher education. With campuses across the globe, including more than 150 in the U.S. and Canada and more than 30 from an additional 19 countries, CCCU institutions are accredited, comprehensive colleges and universities whose missions are Christ-centered and rooted in the historic Christian faith. Most also have curricula rooted in the arts and sciences. The CCCU's mission is to advance the cause of Christ-centered higher education and to help our institutions transform lives by faithfully relating scholarship and service to biblical truth. The CCCU is a tax-exempt 501(c)(3) nonprofit organization headquartered in the Historic Capitol Hill district of Washington, D.C.

Association of American Colleges and Universities

The American Association of Colleges and Universities (AAC&U) is a global membership organization dedicated to advancing the democratic purposes of higher education by promoting equity, innovation, and excellence in liberal education.

Council of Independent Colleges

The Council of Independent Colleges (CIC) is an association of nonprofit independent colleges and universities, state-based councils, and higher education affiliates that works to support college and university leadership, advance institutional excellence, and enhance public understanding of independent higher education's contributions to society. CIC is the major national organization that focuses on providing services to leaders of independent colleges and universities and state-based councils. CIC offers conferences, seminars, publications, and other programs and services that help institutions improve educational quality, administrative and financial performance, student outcomes, and institutional visibility.

College Athletics Management

National Collegiate Athletics Association

Founded more than one hundred years ago as a way to protect student-athletes, the NCAA continues to implement that principle with increased emphasis on both athletics and academic excellence. The NCAA oversees 90 championships in 24 sports. There are more than 500,000 student-athletes competing in three divisions at over 1,100 colleges and universities within the NCAA.

National Christian College Athletic Association

The National Christian College Athletic Association (NCCAA), a 501(c)3 not-for-profit association, was incorporated to provide a Christian-based organization that functions uniquely as a national and international agency for the promotion of outreach and ministry, and for the maintenance, enhancement, and promotion of intercollegiate athletic competition with a Christian perspective.

Student Affairs

American College Personnel Association

The American College Personnel Association (ACPA) – headquartered in Washington, D.C. at the National Center for Higher Education, is the leading comprehensive student affairs association that advances student affairs and engages students for a lifetime of learning and discovery. ACPA supports and fosters University student learning through the generation and dissemination of knowledge, which informs policies, practices and programs for student affairs professionals and the Higher Education community.

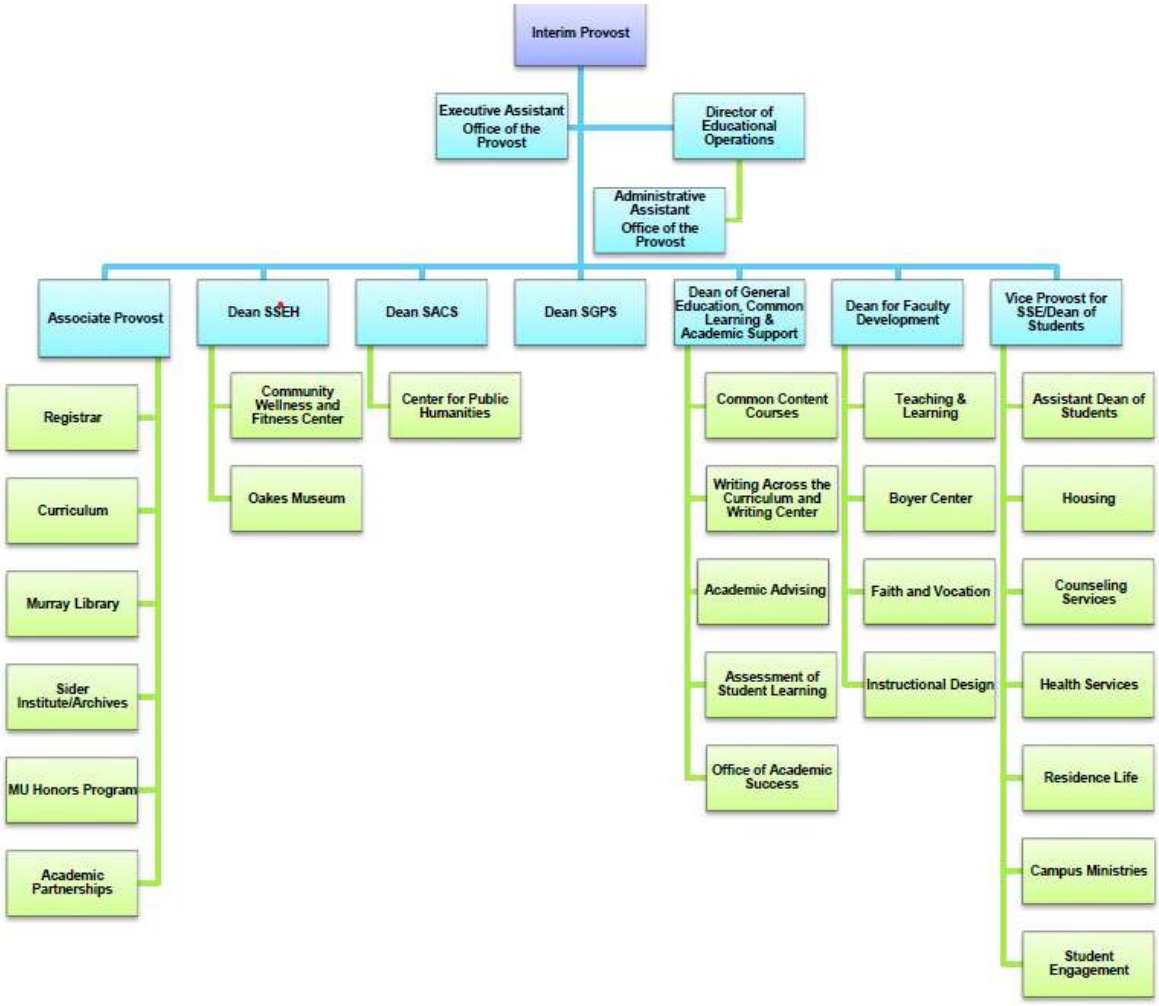
Association for Christians in Student Development

The mission of the Association for Christians in Student Development (ACSD) is to equip and challenge members to infuse their Christian faith into student development practice and scholarship.

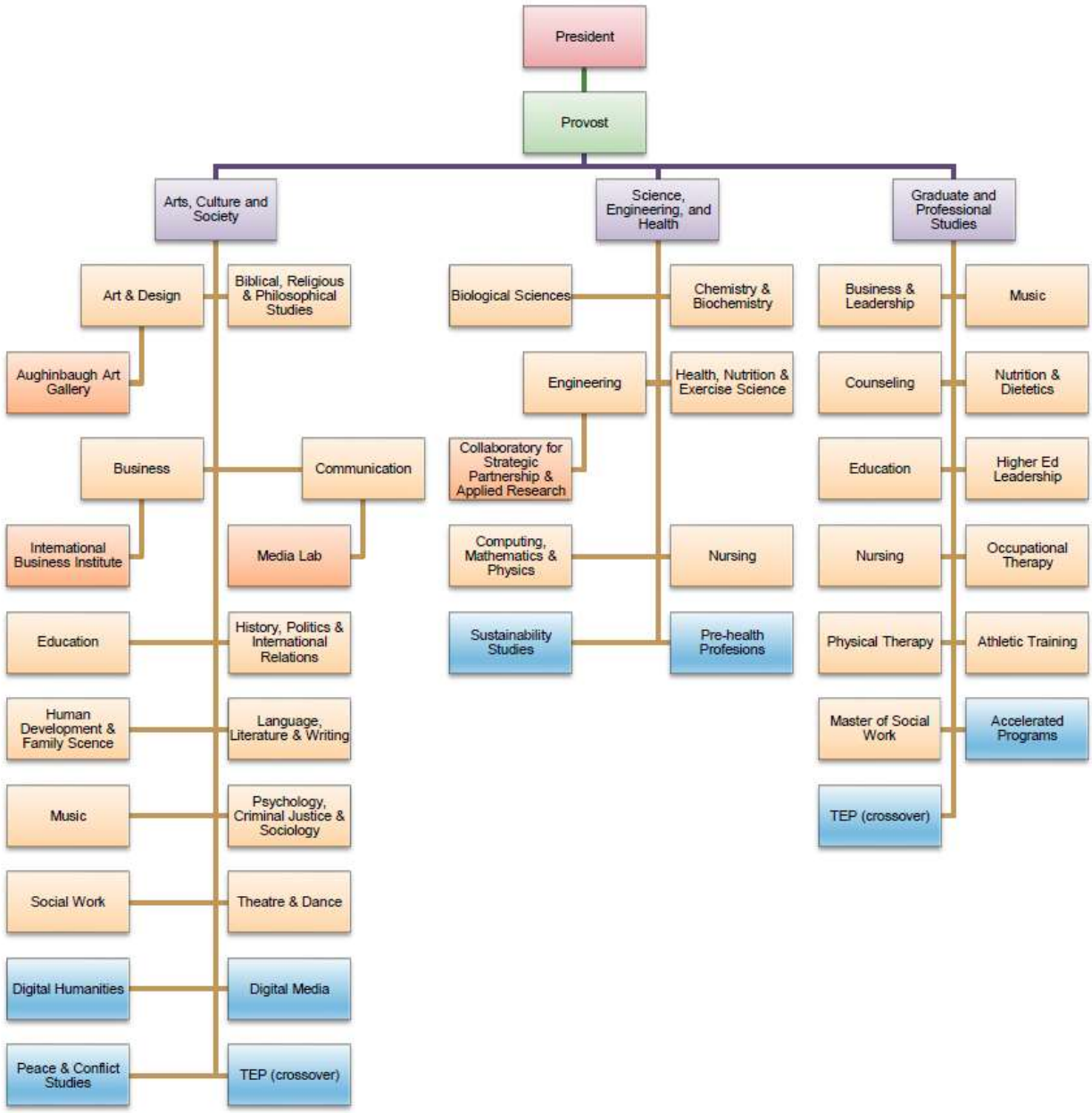
National Association of Student Personnel Administrators

As the leading voice of student affairs, NASPA drives innovation and evidence-based, student-centered practice throughout higher education, nationally and globally. NASPA affirms the importance and centrality of the values of justice, equity, inclusion, and diversity to student affairs professionals, both in their daily lives and in their work on behalf of and with students and other constituents. NASPA believes that equity, inclusion, and justice require continual pursuits to ensure that members from all identities, backgrounds, abilities, and belief systems have access, voice, acknowledgment, and opportunities to participate at all levels within the Association and the profession. Additionally, NASPA strives to ensure that our membership, leadership, scholarship, and programming are reflective of these values, and through our standards of professional practice, we hold our members and the Association accountable to these principles in our work on behalf of the profession.

Appendix F - Provost Area-Organizational Chart – Academic Administration (Fall 2026)



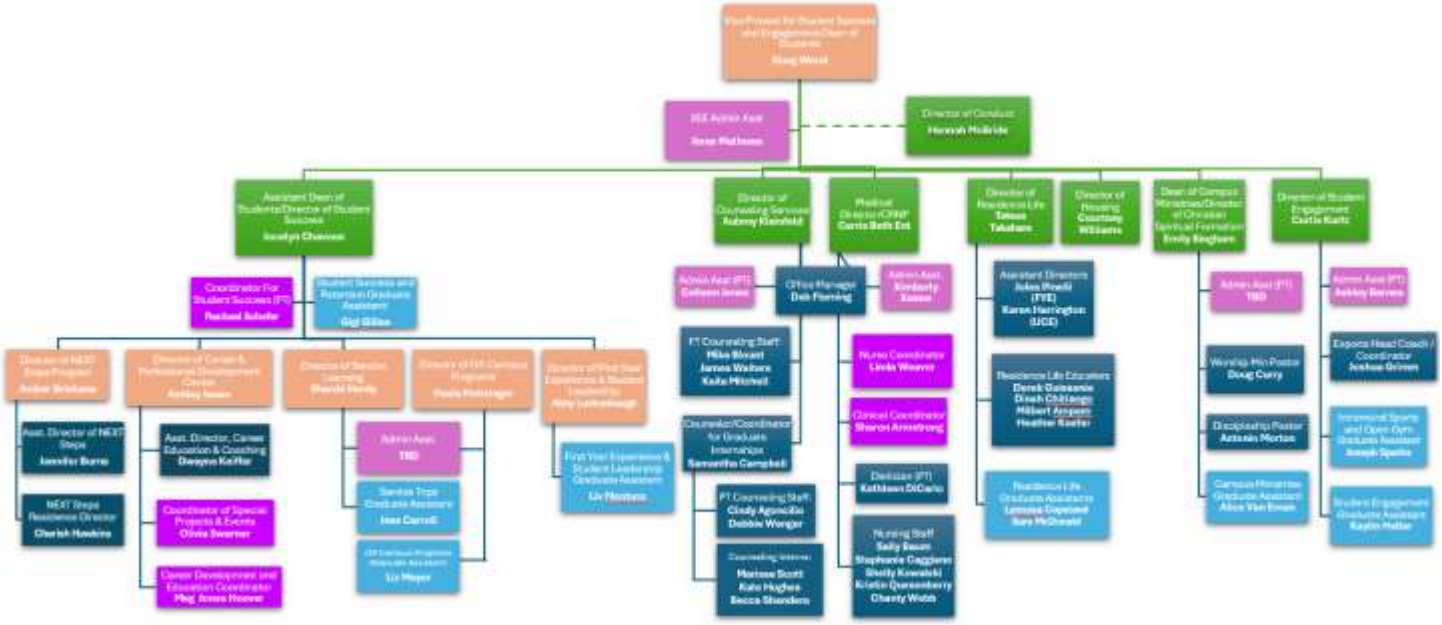
Appendix G - Provost Organizational Chart – School Structure (2026-2027)



Appendix H – Division of Student Affairs

Many of the Graduate Assistants serve in Student Affairs. As such, those GAs should be familiar with the mission and aims of this area. The Division of Student Affairs, in partnership with others, advances the mission of Messiah University by nurturing holistic learning and development and creating a vibrant educational community. See Appendices for Student Affairs Flow Charts and Organizational Charts.

Fall 2026 Organizational Structure



Appendix I – University Map

