

2025 Trinity Faculty Handbook



FACULTY HANDBOOK CHAPTER I – ORGANIZATION AND GOVERNANCE

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1.1 HISTORY OF THE COLLEGE

History of Trinity Christian College

In 1952 a group of ten business leaders and professionals committed to Christian education decided to establish a junior college in the Chicago area that would uphold Christian higher education from a Reformed world-and-life view and prepare students for transfer to four-year liberal arts colleges. By April 1956, this visionary group had drafted a constitution and incorporated as the Trinity Christian College Association. Membership in the Association was granted to all who accepted the constitution, including its Reformed Christian theological basis, and who contributed \$25 per year to support it. Those membership criteria and that minimum contribution remain the same today. The first board of trustees was elected in 1959, and they purchased the Navajo Hills Golf Course in suburban Palos Heights, Illinois, as its campus. After remodeling the former clubhouse and pro shop, the college opened that fall with a class of 37 students taught by five full-time and five part-time faculty, led by an academic dean who also served as the chief executive officer. In 1966 Dr. Alexander De Jong was appointed as the first president. After he returned to the pastorate in 1968, the academic dean again served as acting president. In 1969 Dr. Gordon R. Werkema was appointed to be the second president, continuing until January 1973. The third president, Dr. Dennis Hoekstra, served from 1973 until 1979. After a year with an acting president, the board appointed Dr. George Van Groningen in 1980 as the fourth president, who served a four-year term. Dr. Kenneth B. Bootsma served from 1984 until 1996, followed by Dr. AJ Anglin, who served from 1996 until his retirement in 2002. After a year of interim presidency in 2003, the board appointed Dr. Steven Timmermans as the seventh president of Trinity Christian College. As the response of the community grew and students embraced the college's unique perspective, it became evident that Trinity Christian College was fulfilling a greater need beyond providing a solid liberal arts foundation for two-year students. In 1966, the board initiated the process for the college to become a four-year, degree-granting institution. The first baccalaureate degrees were awarded in May 1971. Trinity Christian College developed a cohesive approach to its general education curriculum of philosophy, history, English, and theology. In the years since its original vision was conceived, the college has kept abreast of the changing educational landscape by offering a broader scope of courses and programs that would fulfill the college's mission more effectively. The curriculum has expanded to include business, education, nursing, and social work in addition to its traditional liberal arts focus.

A program of evening classes designed specifically for adult students was added in 1999; today it offers degrees in business and education. The addition of these new programs reflects not only the college's physical growth but also an expanding awareness of the role and responsibilities the college assumes in its service to the larger Chicago community and the world. As Trinity's academic offerings have diversified, the college has attracted an increasingly wide-ranging student body whose church backgrounds, once predominantly from Reformed denominations, represent a denominational variety as diverse as American society. As the college grows and adds new programs, it is the united goal of board, administration, staff, and faculty members that Trinity continue in the tradition established by its founders nearly 50 years ago, as a Christian liberal arts college offering accredited programs in a broadening range of disciplines. With more than 30 majors, Trinity offers a variety of educational and ministerial experiences, including a Semester in Spain program in Seville, Spain, as well as May trips to such places as South Africa, Jamaica, Italy, China, and France; and hands-on internships with corporations and nonprofit organizations. The college's proximity to the resources of metropolitan Chicago offers students an exceptional "classroom" that provides experiential learning opportunities. Intercollegiate sports for men and women, student-run ministry programs, and a full scope of creative expression in fine arts and student publications complete the Trinity experience on the 50-acre, tree-lined campus in a quiet suburban neighborhood. In February 2001, the college dedicated the Martin and Janet Ozinga Chapel, a facility that serves as a cultural and spiritual focal point for the entire student body, as well as the greater community. The building provides the music program with practice and rehearsal rooms and houses the campus ministries department. A 46-rank pipe organ dominates the stage in the 1189-seat auditorium, while a smaller, Tracker organ resides in the recital hall. The Grand Lobby has hosted a variety of meetings and banquets beneath a striking stained-glass window, one of a quartet of windows throughout the building.

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designed to celebrate Trinity's mission in Reformed higher education. In spring 2002, the Heritage Science Center opened a 38,000 square-foot facility that provides classroom and lab space for chemistry, biology, and physics programs, as well as additional classrooms and a lecture hall for technology and computer science studies. Alumni Hall was completed in summer 2004 to meet the increased demand for on-campus housing. The new building was named in honor of Trinity graduates.

1.2 CONSTITUTION OF THE TRINITY CHRISTIAN COLLEGE ASSOCIATION

Amended 10/76, 12/78, 11/82, 11/83, 10/97, 2/06, 10/25

Article I – Name

This organization shall be known as the Trinity Christian College Association.

Article II – Purpose

The purpose of the association is the establishing and maintenance of a school or schools for higher education, and as far as possible separate chairs for individual subjects shall be established and chairs combined into faculties.

Article III – Basis

The fundamental principles and basis of the society in government and doctrine is the Bible as the infallible Word of God, as interpreted by the three forms of Unity: The Belgic Confession of Faith, the Heidelberg Catechism, and the Canons of Dort.

Article IV – Members

All persons who subscribe to the purpose and basis as set forth in articles II and III, who have attained the age of twenty-one years and who contribute annually a sum which shall be fixed from time to time by the board of trustees, are entitled to membership.

Article V – Membership Meetings

Section 1: The members shall meet annually for the transaction of such business as may properly come before them.

Section 2: The time and place of the annual meeting and any special meeting shall be determined by the board of trustees.

Section 3: Special meetings of the members may be called by the board of trustees when deemed necessary.

Section 4: Notice of the annual meeting or of any special meeting shall be given at least two weeks in advance in a manner as determined by the board of trustees.

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Section 5: The members present at the annual meeting and any special meeting shall constitute a quorum.

Section 6: Members may present proposals to the annual meeting provided a copy of the same has been filed with the board of trustees at least sixty days prior to the annual meeting. Such proposals shall be accompanied with a petition containing grounds for the proposal and the signatures of twenty qualified members.

Article VI – Board of Trustees

Section 1: The board of trustees shall consist of from 7 to 12 persons elected by association members from nominations presented to the members by the board of trustees. The board of trustees may present one or more nominees for each vacancy. All trustees shall be association members in regular standing.

Section 2: Each member of the board of trustees shall serve for three years following election. The terms of office of trustees shall be maintained so that as nearly as possible the terms of office of one-third of the trustees expire in the fall of each year.

Section 3: Representation on the board of trustees shall be from areas giving support to the college.

Section 4: Any vacancy in the board of trustees occurring prior to the expiration of a three-year term of office may be filled by appointment by the board for the unexpired portion of the term.

Section 5: The board of trustees shall meet semi-annually or more frequently as may be deemed necessary.

Section 6: The board of trustees shall have the following duties, powers, and authorities:

- A. To supervise and administer all properties, funds, and finances of the society.
- B. To appoint an academic affairs committee consisting of five persons adequately qualified to direct the educational requirements of the school. Members of the academic affairs committee must have a minimum of a bachelor's degree from a recognized school and shall normally have no board assignments other than those related to academic affairs. No personnel employed by the association shall be appointed to the academic affairs committee.
- C. To appoint other committees as it deems necessary.
- D. To establish schools and chairs as provided in article II.
- E. To appoint and dismiss persons employed by the association upon recommendation of the appropriate permanent standing committees of the board.
- F. To report annually to the members.

Article VII – Officers

Section 1: The board of trustees shall elect from themselves: a chairman and one or more vice chairmen, a secretary, and a treasurer.

Section 2: The officers shall be elected at the first board meeting after the annual meeting and shall serve for one year, or until their successors shall have been elected.

Section 3: The officers shall have such duties as usually devolve upon the respective offices.

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Article VIII

Faculty members must subscribe to articles II and III of this constitution, and no faculty member shall be appointed who does not do so.

Article IX – Finances

Section 1: The school or schools shall be maintained by membership fees, tuition, grants, and gifts.

Section 2: The annual membership dues and tuition shall be fixed from time to time by the board of trustees.

Section 3: The fiscal year of the Trinity Christian College Association shall begin on July 1 and end on June 30.

Article X – Amendments

Section 1: Any articles of this constitution except articles II and III may be amended at any annual meeting of the Trinity Christian College Association by a two-thirds majority of the members present. Articles II and III and the requirements of articles IV and VI requiring subscription to articles II and III shall be unalterable.

Section 2: Any proposal for amendment of the constitution shall be given to the board of trustees at least ninety days prior to the annual meeting and notice to the members of such proposed amendment shall be given at least fifteen days prior to the annual meeting.

1.3

TRINITY CHRISTIAN COLLEGE

BYLAWS

Bylaws adopted 5-1-86

Amended 9-25-87, 12-7-89, 10-20-95, 12-13-96, 5-13-05, 2-10-06

Article I – Constitution

The Trinity Christian College Association (the "association"), its members, its board of trustees and its officers shall be governed by the constitution of the Trinity Christian College Association (the "constitution"). These bylaws shall be interpreted and applied in accordance with the provisions of the constitution, serving to implement the constitution and to facilitate the achievement of the objectives set forth in the constitution. No provision of these bylaws shall be deemed contrary to the provisions of the constitution.

Article II – Purpose and Basis

The purpose and basis of the association are described in articles II and III respectively of the constitution and are hereby confirmed.

Article III – Members and Membership Meetings

The qualifications, functions, terms, and responsibilities of the members of the association and the time, place, and manner of the membership meetings are set forth in the constitution and are hereby confirmed.

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Article IV – Board of Trustees

Section 1: Number, term, vacancy, and meetings. The number of trustees, terms of trustees, area representation, method of filling a vacancy, and frequency of meetings are confirmed as specified in article VI, sections 1 through 5 inclusive, of the constitution.

Section 2: Special meetings. Special meetings may be held at the call of any two of the chair, the president, and the secretary; and it shall be the duty of the chair or the secretary to call such special meetings on the request of five trustees, setting forth the object of the meetings.

Section 3: Notice of meetings. Written notice of all meetings of the board of trustees shall be sent by the secretary, or his designee, to each trustee at least ten days before the date of the meeting. In the case of special meetings, the notice shall state the purpose of the meeting, and no business shall be transacted at such meeting that does not relate to the purpose stated.

Section 4: Waiver. Whenever notice is required to be given under the provisions of statutes, of the articles of incorporation, or of these bylaws, a waiver in writing signed by the persons entitled to said notice, whether before or after the time stated therein shall be deemed equivalent thereto. Attendance at any meeting by a trustee shall be conclusively deemed a waiver of notice of that meeting unless objection is made at the outset of such meeting to the failure to give proper notice.

Section 5: Quorum. A majority of the trustees shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the trustees present and voting at a duly called meeting of the board or any committee, shall be the act of the board of trustees or that committee, except as may be provided by statute, by the articles of incorporation, or by these bylaws.

Section 6: Action without formal meeting. Any action required or permitted to be taken by the board of trustees or by any committee thereof may be taken without a formal meeting. Meetings may be conducted by mail, telegram, cable, or in any other way the trustees shall decide. However, a written consent setting forth the action so taken and signed by all members of the board or of a committee, as the case may be, must be filed with the minutes of the proceedings of the board or the committee.

Section 7: Duties, powers, and authorities of the board of trustees. The board of trustees of Trinity Christian College (the "college") shall have and exercise the duties, powers, and authorities prescribed by the constitution, Illinois law, and federal law. The board's primary functions shall be (a) policy making, and (b) being responsible for sound management of the college's resources. The board shall further determine the general, educational, and financial policies, and shall have the power to carry out any other functions which are permitted by these bylaws, by the articles of incorporation, or by the constitution, except as limited by law. These powers, duties, and authorities (in addition to those specified in article VI, section 6 of the constitution) shall include but not be limited to the following:

- A. Determine and periodically review the mission statement of the college.
- B. Establish, review and approve changes in the academic programs of the college, consistent with its mission statement.
- C. Establish procedures regarding appointment, promotion, tenure, and dismissal of faculty members.
- D. Approve annually the terms and conditions of employment, salary policies, and schedules for all staff, faculty, administrators, and other employees of the college.
- E. Appoint the president of the college.
- F. Approve and authorize all earned and honorary degrees upon recommendations of the faculty and administration.

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- G. Oversee and approve the budget of the college, and establish policy guidelines for the endowment fund and for all investments and major fund-raising efforts.
- H. Authorize the purchase, management, and sale of all land, buildings or major equipment, which was not included in an approved budget, for use by the college.
- I. Authorize the construction of new buildings and major renovation of existing buildings.
- J. Authorize the incurring of debts by the college and securing thereof by mortgage and pledge of real and personal property, tangible and intangible.
- K. Authorize any changes in tuition and fees within the college.
- L. Authorize officers, administrators, or agents of the college to accept gifts or bequests on behalf of the college.

Section 8: Removal for cause. Any member of the board of trustees may be removed from office for good cause, at any meeting of the board, by an affirmative vote of three-fourths of the trustees then in office. This action shall only be taken after due and proper written statements of charges have been given to said member, at least thirty days prior to the hearing, of a fair and impartial hearing before the board of trustees, if requested by said member. Such decision shall be given in writing within thirty days after the hearing, and may be appealed to the next annual association meeting, which notice of appeal shall be given in writing, by the appellant to the board of trustees within two weeks after written notification of the decision of the board.

Article V – Committees

Section 1: Special or ad hoc committees. There may be such special or ad hoc committees as the board of trustees may from time to time establish for the discharge of particular duties.

Section 2: Standing committees. There shall be the standing committees specified in this article. Standing committee members shall be appointed annually by the chair in consultation with the executive committee, after submitting a questionnaire to all board members requesting the members' preferences which shall be honored as much as possible, and approval by the board at or following the annual meeting of the board of trustees. Except as provided in these bylaws, the chair of the board and the president of the college shall be ex officio members of all standing committees, and each standing committee shall include at least three additional trustees. Except where otherwise provided in this article, additional members, including persons who are not on the board of trustees, may be appointed. The chair of each standing committee and a majority of its members shall be trustees.

Section 3: Discontinuance of committees. The board of trustees may at any time discontinue any of its standing committees for such time as may be determined, and the duties of any committee so discontinued shall be performed during such discontinuance by the executive committee.

Section 4: Administrative staff liaison. The chair of any committee, with the consent of the chair of the board, may request the president of the college to appoint a member of the administrative staff to serve as a liaison between the committee and the office of the president, and the president shall designate such a person to perform that service. Such a liaison person shall assist the committee in the carrying out of its duties.

Section 5: Number of annual committee meetings. Except as otherwise provided in this article, all standing committees shall meet at least two times annually and report after each meeting to the board of trustees.

Section 6: Executive committee

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- A. The executive committee shall consist entirely of trustees and have a minimum of seven members. The chair of the board of trustees shall be the chair of the executive committee. The vice chair of the board, the secretary, the treasurer, and the chair of each standing committee of the board shall be members of the executive committee. The president shall be an ex officio member of the executive committee.
- B. Between meetings of the board of trustees, the executive committee shall have supervision of the administration and property of the college except that, unless specifically empowered by the board of trustees to do so, it may not take any action inconsistent with a prior act of the board of trustees, award degrees, alter bylaws, locate permanent buildings on real estate owned by the association, remove or appoint the president of the college, or take any action which has been reserved for the board.
- C. The executive committee shall meet at least four times a year. Special meetings may be called by the secretary upon the written request of the chair or at least three of the members.
- D. A majority of the members of the executive committee shall constitute a quorum for the transaction of business.
- E. Minutes of the meetings of the executive committee shall be taken and distributed promptly to each member of the board following each executive committee meeting.
- F. To review the president and all presidents each spring/summer and make salary recommendations

Section 7: Membership committee. The membership committee shall consist of a minimum of five trustees. Due to the limited responsibilities of this committee, the membership may include members of other standing committees. The president shall be an ex officio member. The membership committee shall recommend to the board of trustees nominations for trustees and for chair, vice chair, secretary, and treasurer. Members of the board may add other nominees for trustees and for chair, vice chair, secretary, and treasurer. The committee shall furnish information about the qualifications of all nominees at least ten days prior to the board meeting at which nominations are to be approved. This meeting must be held approximately forty-five days prior to the annual association meeting. The committee shall develop and administer a program of orientation for newly elected trustees.

Section 8: Academic affairs committee. The academic affairs committee shall have a minimum of six trustees, each of whom shall possess the qualifications specified in article VI(6)B of the constitution, and none of whom shall be an employee of the association. The vice president of academic affairs shall be an ex officio member of this committee. The academic affairs committee shall interview faculty members being considered for tenure and/or promotion to the rank of full professor as well as candidates being recommended for regular faculty appointment. The committee shall, in cooperation with the vice president of academic affairs, study and appraise the quality of the academic program; measure the program relative to other comparable institutions in terms of teaching load, class size, student-faculty ratios, instructional expenditures, research and other relevant factors; formulate desirable short- and long-range goals; and make such reports and recommendations to the board of trustees relative to the foregoing as may be required.

Section 9: Finance and audit committee. The finance and audit committee shall have a minimum of five members. It shall review all financial matters of the college including faculty and staff salaries, pensions, and other personnel policies as well as the programs that have financial implications. It shall review annual operating and capital budgets prepared and presented under the direction of the president, and make recommendations in connection therewith to the board of trustees. It shall review major financial transactions not provided for in the budget, and submit proposed variances with recommendations to the board of trustees or executive committee. It shall also consider proposals on other financial matters, and report and make recommendations thereon to the board of trustees as may be required. The chief business officer is an ex officio member.

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Section 10: Development committee. The development committee shall have a minimum of five members. It shall review and recommend annual, programmatic, and capital fund-raising strategies; participate with the planning committee in expansion of the campus and demands for funds to be raised; review alumni activities; and guide the board in activities designed to promote trustee education and mission fidelity. The vice president for advancement is the ex officio member.

Section 11: Marketing, admissions, and student development committee. The marketing, admissions, and student development (MASD) committee shall have a minimum of five members. It shall review all programs and policies relating to marketing, admissions/financial aid, and student development efforts of the college. In the area of marketing, this review includes but is not limited to marketing messages and media, college publications (magazine, web, etc.), and conferences/special events. In the area of admissions/financial aid, this review includes but is not limited to enrollment statistics (numbers, ACT, church membership, geography, etc.), internal financial aid expenditures (e.g., discount rate), external financial factors (e.g., directions in federal and state aid and loans), and financial aid strategies related to enrollment (e.g., academic awards, athletic awards, etc.). Finally, in the area of student development, this review includes but is not limited to the residence life program, student ministries, service learning/partnership, campus safety, social policies, regulation and discipline policies, career guidance, and counseling services.

Section 12: Planning committee. The planning committee shall consist of a minimum of five trustees and shall study, review, supervise, and submit recommendations with respect to all-campus planning; the maintenance of existing buildings, parking lots and grounds; the remodeling of or modifications of existing facilities; and all new construction. Up to three members of the association may be appointed to serve as members of a building committee.

Section 13: Investment Committee. The investment committee shall consist of a minimum of five members. Members shall be appointed to serve a straddled three-year term and may be renewed for a subsequent three-year period. Members will be appointed by the finance committee upon the recommendation of the investment committee. Membership may include board members and non-board members. The term for board members who serve on the committee will run concurrently with their board of trustee term, after which they may be appointed as a non-board member. The mandate of the committee is to oversee the investments of the college and to make recommendations regarding investments to the finance and audit committee.

Article VI – Officers of the Association

Section 1: General. The officers of the association shall be the chair, vice chair, secretary, and treasurer of the board of trustees (and any assistants thereto). The officers shall serve for terms of one year and until their successors are qualified and elected. Unless a vacancy occurs at another time, elections of the chair, vice chair, secretary, and treasurer shall be held immediately after the annual association meeting. A vacancy in any office may be filled at any time.

Section 2: Qualifications. The chair, vice chair, secretary, and treasurer shall be members of the board of trustees.

Section 3: Assistant officers. The board may approve the appointment of other officers (such as assistant secretary or assistant treasurer) as it deems necessary, upon the recommendation of the president. Such officers shall hold office at the discretion of the board of trustees and shall be subject to removal by affirmative vote of a majority of the entire membership of the board of trustees.

Section 4: Powers and duties of the chair and vice chair of the board of trustees. The chair shall preside at all association and board of trustees meetings, shall have the right to vote on all questions, shall appoint to all committees members who are not appointed by the board of trustees, and shall have such other powers and duties as the board from time to time may prescribe. In the absence of the chair, the vice chair shall perform the duties of the office of the chair and have such other powers and duties as the board may from time to time prescribe.

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Section 5: Powers and duties of the secretary. The secretary shall have custody of the seal of the association and shall attest to and affix said seal to such documents as required in the business of the college including but not limited to deeds, bonds, mortgages, agreements, contracts, diplomas, evidences of the award of degrees, transcripts, abstracts of resolution, certificates, minutes, and bylaws. The secretary shall give, or cause to be given, proper notice of all meetings of the association and the board of trustees and shall keep, or cause to be kept, a record of the appointment of all committees of the board of trustees. Furthermore, the secretary shall keep, or cause to be kept, a record of the minutes of all association and board of trustees meetings and of each board committee. Any of the duties or powers of the secretary may be performed by an assistant secretary who shall be responsible to and report to the secretary.

Section 6: Powers and duties of the treasurer. The treasurer shall be responsible for carrying out the mandates of the board of trustees and its finance committee in overseeing the financial resources of the college including but not limited to cash securities, stocks, bonds, and all other property, personal or real, owned by the college. The treasurer shall also perform such other duties as may be assigned to him from time to time by the board of trustees.

Article VII – President of the College

Section 1: Responsibilities. The president is responsible to and reports directly to the board of trustees. As the chief executive officer of the college, the president's duties are to:

- A. Carry out the policies of the board of trustees and direct the college within the constitution and bylaws of the association.
- B. Provide the liaison and communication between the trustees and the college community.
- C. Make day-to-day decisions and act where necessary to promote the welfare of the college.
- D. Foster a Christian spirit on the campus.
- E. Lead the faculty in building a strong, academic program in an atmosphere conducive to Christian learning.
- F. Exercise responsibility for the development of the college and be responsible for finances and appropriate business management.

Section 2: Powers and duties of the president of the college. The president of the college shall be the chief executive officer of the college and the official adviser to and executive agent of the board of trustees and its executive committee. The president shall, as educational and administrative head of the college, exercise a general superintendence over all affairs of the college, and bring such matters to the attention of the board as are appropriate to keep the board fully informed in meeting its responsibilities. Furthermore, the president shall have power, on behalf of the trustees, to perform all acts and execute all documents to make effective the actions of the board or its executive committee, and except as otherwise provided in these bylaws, shall be an ex officio member of all committees of the board without power to vote.

Section 3. Term. The president will serve such term and under such conditions as may be determined by the board of trustees at the time of his appointment.

Article VIII – Discrimination Prohibited

The college shall maintain a policy of nondiscrimination on the basis of race, color, national origin, sex, handicap, or age, as required by Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975.

Article IX – Amendment to Bylaws

These bylaws may be changed or amended at any meeting of the trustees by a two-thirds vote of those present, provided notice of the substance of the proposed amendment is sent to all the trustees at least ten days before the meeting.

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Article X – Conflict of Interest

A trustee shall be considered to have a conflict of interest if (1) a trustee has existing or potential financial or other interests which impair or might reasonably appear to impair such trustee's independent, unbiased judgment in the discharge of his or her responsibilities to the college, or (2) such trustee is aware that a member of his/her family (which for purposes of this article shall be a spouse, parents, sibling, children and any other relative if the latter resides in the same household as the trustee), or any organization in which such trustee (or member of his or her family) is an officer, director, employee, member, partner, trustee, or controlling stockholder, has such existing or potential financial or other interests. All trustees shall disclose to the board any possible conflict of interest at the earliest practicable time. No trustee shall vote on any matter under consideration at a board or committee meeting in which such trustee has a conflict of interest. The minutes of such meeting shall reflect that a disclosure was made and that the trustee having a conflict of interest abstained from voting. Any trustee who is uncertain whether a conflict of interest may exist in any matter may request the board or committee to resolve the questions by majority vote.

Article XI – Indemnification of Trustees, Officers, Employees and Agents

- A. The association shall indemnify any person who was or is a party, or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of the association) by reason of the fact that he/she is or was a trustee, officer, employee or agent of the association, or who is or was serving at the request of the association as a trustee, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses (including attorney's fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit or proceeding, if he/she acted in good faith and in a manner he/she reasonably believed to be in, or not opposed to the best interests of the association, and with respect to any criminal action or proceeding, and no reasonable cause to believe his/her conduct was unlawful. The termination of any action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner in which he/she reasonably believed to be in or not opposed to the best interests of the association, and, with respect to any criminal action or proceeding, has reasonable cause to believe that his/her conduct was unlawful.
- B. The association shall indemnify any person who was or is a party, or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the association to procure a judgment in its favor, by reason of the fact that he/she is or was a trustee, officer, employee or agent of the corporation, or is or was serving at the request of the corporation as a trustee, officer, employee or agent of another corporation, partnership, joint venture, or other enterprise, against expenses (including attorney's fees) actually and reasonably incurred by him/her in connection with the defense or settlement of such action or suit, if he/she acted in good faith and in a manner he/she reasonably believed to be in, or not opposed to the best interests of the association, and except that no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable for negligence or misconduct in the performance of his/her duty to the corporation, unless, and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability, but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses as the court shall deem proper.
- C. To the extent that a trustee, officer, employee or agent of the association has been successful, on the merits referred to in paragraph (A) or paragraph (B) of this section or in defense of any claim, issue or matter therein, he/she shall be indemnified against expenses (including attorney's fees) actually and reasonably incurred by him/her in connection therewith.

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- D. Any indemnification under paragraph (A) or paragraph (B) of this section (unless ordered by the court) shall be made by the association only as authorized in the specific case, upon a determination that indemnification of the trustee, officer, employee or agent is proper in the circumstances because he/she has met the applicable standard of conduct set forth in paragraph (A) or paragraph (B) of this section. Such determination shall be made (1) by the board of trustees by a majority vote of the quorum consisting of trustees who were not parties to such action, suit or proceeding, or (2) if such a quorum is not obtainable, or even if obtainable, a quorum of disinterested trustees so directs, by independent legal counsel in written opinion, or (3) by the members.
- E. Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the association in advance of the final disposition of such action, suit or proceeding, as authorized by the board of trustees in the specific case, upon receipt of an undertaking by or on behalf of the trustee, officer, employee or agent to repay such amount, unless it shall ultimately be determined that he/she is entitled to be indemnified as authorized in this section.
- F. The indemnification provided by this section shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under any agreement, vote of the members of disinterested trustees, or otherwise, both as to action in his/her official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a trustee, officer, employee or agent, and shall inure to the benefit of the heirs, executors and administrators of such a person.
- G. The association may purchase and maintain insurance on behalf of any person who is or was a trustee, officer, employee or agent of the corporation, or who is or was serving at the request of the association as a trustee, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against any liability asserted against him/her and incurred by him/her in any such capacity, or arising out of his/her status as such, whether or not the association would have the power to indemnify him/her against such liability under the provisions of this section.
- H. In connection with the defense of a judicial proceeding under chapter 42 of the Internal Revenue Code of 1954, no person shall under any circumstances be indemnified for taxes, penalties or expenses of correction and further no person shall be indemnified for other expenses in connection with such judicial proceedings unless: (1) such other expenses are reasonably incurred by him/her in connection with such proceedings; (2) he/she is successful in such defense, or such proceeding is terminated by settlement and he/she has not acted willfully or without reasonable cause with respect to the act or failure to act which led to liability for tax under said chapter 42. Notwithstanding the foregoing, the association shall not indemnify any trustee, officer, employee or agent of the corporation if such indemnification shall constitute an act of self-dealing under Section 4941 of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent federal tax law.

Article XII – Dissolution

Upon dissolution of the association, the members of the association, upon the recommendation of the board of trustees, shall, after paying or making provision for the payment of all the liabilities of the association, dispose of all of the assets of the association in such manner or to such organizations organized and operated exclusively for Christian educational purposes as shall at the time qualify as an exempt organization or organizations under Section 501 (c) (3) of the Internal Revenue Code of 1954, as amended, (or the corresponding provision of any future United States Internal Revenue Law), as the members of the association shall determine.

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1.4

MISSION STATEMENT

Mission statement approved by the Board of Trustees, April 8, 1987
Revised October 9, 1998 and February 10, 2006

The mission of Trinity Christian College is to provide Biblically informed liberal arts education in the Reformed tradition. Our heritage is the historic Christian faith as it was reshaped in the Reformation, and our fundamental basis of governance and instruction is the infallible Word of God as interpreted by the Reformed standards. The Reformed worldview affirms the Biblical truths that creation is the work of God, that our world has fallen into sin, and that redemption is possible only through the gracious work of Christ. From these beliefs arise the convictions that those who teach and learn are called to be coworkers with Christ in subjecting all cultural activities to the reign of God, and that genuine education must involve the whole person as a thinking, feeling, and believing creature.

In all programs, including the liberal arts and sciences, professional and pre-professional preparation, we strive to offer the highest quality of instruction to prepare students for excellence in further study and careers beyond Trinity. We seek to graduate students who are well equipped to bring the discipline of rigorous academic work into their chosen vocations and the practice of Christ-like service toward others into their personal and public lives. All programs are grounded on a core of foundational studies that address the enduring issues and questions of human experience and teach students to explore and apply the implications of a Reformed world-and-life view to all areas of learning, living, and working. Students are encouraged to evaluate their lives in relationship to God, to others, and to all of creation. Since we view vocation as a divine calling, we offer in addition to traditional liberal arts and sciences a variety of professional majors, and all professional programs include experiential application in off-campus field education or internships. We actively encourage students to take advantage of the cultural and professional opportunities of the Chicago area and to gain a better understanding of contemporary urban issues.

Our focus is upon those students whose needs, strengths, and goals correlate with our strengths as an independent Christian liberal arts college of Reformed character. Our principal student population will be those of traditional college age, with a large proportion living on campus. A secondary population will be served by programs designed for non-traditional adult learners and graduate students. Although we expect to grow in numbers, we also seek growth in pursuit of academic quality and not simply growth for its own sake.

In keeping with a philosophy of education that is based on these principles, all members of the academic community – faculty, staff, and students – endeavor to provide an educational environment of Christian integrity and love that enhances and supports the entire learning experience. We seek committed Christian faculty members who strive to grow continuously in their faith and Christian perspective on learning, who demonstrate effective teaching skills, who commit themselves to foster the total development of students as individuals, and who practice scholarship as a contribution to the education of a larger constituency.

Because our mission in Christian higher education is not limited by ethnic or cultural differences, we consciously seek to develop a multiethnic, multinational, and multi-denominational student body. The major criteria for admission are academic potential, an explicit desire to participate in the unique Trinity experience, and a readiness to be an active member of a community based on the Biblical requirements of justice, humility, and love.

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Commitment to Campus Diversity

Adopted by the Board of Trustees May 2002

At Trinity Christian College, our very name celebrates the triune nature of God. Diversity is ultimately ground in Him—one being, three persons, submitting to one another in love. Because our mission in Christian higher education is not limited by ethnic or cultural differences, we consciously seek to develop a multiethnic, multinational, and multi-denominational student body. We affirm our commitment to work toward greater diversity not only in regard to our racial, ethnic, and cultural demographic but also in regard to acceptance, appreciation, honor, and equality within our campus climate. We welcome, encourage, and support all those who wish to contribute to and benefit from this commitment as members of a community that is rooted in a Reformed worldview and that affirms these Biblical truths:

- God created humans in his image to represent him on earth. These diverse humans were created to live in loving community with him.
- We grieve that the fall into sin distorts each person and results in broken communities within a broken world.
- Christ's redemptive ministry breaks the barriers that isolate men from women, rich from poor, Jews from non-Jews, persons from one culture from all those from every other culture. He calls his people to be peacemakers and to make every effort to keep the unity of the Spirit in the bond of peace. (Ephesians 4:3) For Christ "himself is our peace... and has destroyed the barrier, the dividing wall of hostility..." among people. (Eph. 2: 14,15)
- The vision of the new creation is that of "... a great multitude that no one can count, from every nation, tribe, people and language standing before the throne and in front of the Lamb" (Rev. 7:9).
- We educate in the hope of the final restoration of all things. The scene from Revelation 7 shapes our community, teaching, research, and influence. Trinity Christian College seeks diversity to reflect God's creation, to demonstrate his reign, and to anticipate his new creation.

In fulfilling our mission and in preparing people to live in a radically diverse world, Trinity Christian College actively seeks to recruit and include a variety of people in all aspects of our life together: the board of trustees, the administration, the faculty and staff, and the student body.

The Commitment to Campus Unity: A Shared Posture for Faculty, Staff, and Students at Trinity Christian College

Adopted by the Board of Trustees May 2012

The mission statement of Trinity Christian College, which serves as an interpretive framework for this document, paints a comprehensive portrait of "Biblically informed liberal arts education in the Reformed tradition." The mission articulates the expectation that this education will lead to the formation of whole persons as "thinking, feeling, and believing creatures" and will encourage human formation in a way that asks students to "evaluate their lives in relationship to God, to others, and to all of creation." The vision for Christian higher education at Trinity thus resists traditional dichotomies between the life of the mind and the active life of service, acknowledging both active and contemplative expressions of learning as essential for fully Christian education and truly human life. In the biblical field of vision, this integration of mind and body, thought and deed, reflection and action, is often characterized as wisdom. The pursuit of this formational vision of Christian wisdom addresses the entire campus community, recognizing the role of "faculty, staff and students" as full "members of the academic community." This document seeks to articulate four key postures that unite our Christian community of learners in the pursuit of our mission. These postures contribute to what the mission statement refers to as "the unique Trinity experience." They draw deeply on the Reformed tradition, and they are intended both to name and call forth the dispositions required of us as we seek faithfully to worship God as a Christian community of learners.

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As a Christian liberal arts college, the Christian community of learners at Trinity Christian College inhabits the world (1) as participants in the shared vocation of teaching, learning, and scholarship, (2) as participants in the people of God, and (3) as participants in God's good creation. The faithful pursuit of our institutional mission requires that these three dimensions always remain integrally interconnected. The Christian pursuit of academic learning is simultaneously an *act of love for God*, whose glory is revealed in all creation, and an *act of love for the world*, for whose sake God has called his people into being. Because we can never step outside of our identity as members of God's family sent into the world as a sign of God's rule, our love for God and neighbor – expressed here as our active pursuit of learning – occurs in every area of our shared life as a Christian community. Whether in the classroom, at the work station, in the residence hall, or at the athletic fields we understand that our entire shared life is directed toward developing a Christian community of learners that actively loves God and the world and so participates in God's work of cosmic redemption.

We pursue teaching, learning, service, and scholarship as a Christian community of learners in service to God's world. Our participation in this mission of God calls us to the following postures that characterize and inform every aspect of our shared life.

RESPONSIVE TO GOD

Because God has invited us to share in his life by initiating relationship with God's people, we – as faculty, staff, and students – are **responsive** to God by directing our scholarly, communal, and public activities toward **worship**.

Within our teaching, learning, and scholarship

We seek to **respond** to God's gracious act of redemption by striving to see our teaching, learning, and scholarship as acts of **worship** and obedience.

Within the campus community at Trinity Christian College

We seek to respond to God by deliberately cultivating a campus community that lives a shared life of **worship** marked by love of God and love of neighbor.

Within the wider world

We understand our work in the world – whatever our particular vocation – to be an act of **worship** that shares in the general Christian vocation that calls us to **respond** to God's gracious initiative by participating in God's mission to make all things new.

FORMATIONAL

Because the shared life of Christian communities anticipates the **flourishing** of all creation that accompanies God's reign, we – as faculty, staff, and students – recognize that we are formed by the Spirit as bearers of God's image through **participation** in teaching, learning, and scholarship, through **participation** in the Christian community of learners at Trinity, and through **participation** in God's mission for all creation.

Within our teaching, learning, and scholarship

We seek to **participate** in conversations in ways that bear witness to God's kingdom – through both the substance of our contribution and the character of our participation – and in ways that lead to the **flourishing** of both our campus community and the areas of expertise with which we are engaged.

Within the campus community at Trinity Christian College

We seek to **participate** in the Spirit's formation of our community so that it might bear witness to God's kingdom as we take up a shared life that leads to the human **flourishing** that accompanies God's reign.

Within the wider world

We recognize that **participation** in this campus community forms all of its members for life-giving and thoughtful **participation** in other present and future communities, so that those communities might **flourish** as God intends.

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HOSPITABLE

Because God's life is most clearly revealed in the self-giving love defined by Christ's life, death, and resurrection we – as faculty, staff, and students – **welcome** one another with deeply Christian **hospitality** characterized by Christ-like **self-giving love**.

*Within our teaching,
learning, and scholarship*

We seek engagement by **welcoming** meaningful interaction with the broad range of voices found in our contexts, whether local or global, past or present.

*Within the campus
community at Trinity
Christian College*

We seek to allow the Spirit to cultivate in our campus community Christ-like **self-giving love** by which we actively extend God's **welcome** to one another, pursuing peace through reconciliation.

Within the wider world

We seek to be a campus community that **welcomes** others – be they powerful or marginalized, privileged or oppressed – so that we might be transformed together by the **self-giving love** of God in Christ.

CONNECTED

Because God is sovereign and is graciously working to redeem **every** aspect of creation, we – as faculty, staff, and students – intentionally explore the integral **connection** between God's redemptive work and **every** academic and co-curricular context, **every** member of the community, and **every** context within God's world.

*Within our teaching,
learning, and scholarship*

We acknowledge that **every** academic discipline and each co-curricular activity is an arena for God's glory, and that the fruit of these disciplines can lead to deeper participation in God's mission for redemption.

*Within the campus
community at Trinity
Christian College*

We recognize that our purpose as a campus community includes **every** person who shares in the life of Trinity Christian College.

Within the wider world

We seek to form partnerships that open our campus community outward toward **every** context – our immediate community, the city, and the world.

We turn to these postures to remind us of the ways we both live into and are formed by our mission as a Christian community of learners. These postures, as words often spoken and habits intentionally cultivated, can help shape the culture of our campus as we attend to them in the following areas of our institutional life:

(1) Planning

The postures give us a trajectory that can help us be intentional in our planning at any level in the life of the college. They lead us to ask whether our initiatives and future dreams reflect, cultivate, or reinforce our stated unity. In this way, the postures send us into the world in ways that closely and intentionally reflect our institutional identity.

(2) Evaluating and Refining

The postures provide a way of living out our mission statement that can help us examine the life of our community and particular initiatives within our community. They lead us to ask whether our programs are helping to cultivate these postures within our community. In this way, the postures play a prophetic role in our midst, calling us back to our shared identity as a Christian community of learners.

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(3) Orienting

The postures help us frame the way that we orient new members to our community, as well as the way we reorient current community members to new roles in the community. This orienting function can potentially capture every member of the community, students, staff, and faculty. In this way, the postures form a hospitable point of entry that helps every member of our community see his/her role in relation to the larger mission of the community.

(4) Communicating

The postures give us a clear, concise, and compelling way of speaking to constituents about the characteristics that mark our community as well as the habits of being that we hope will be formed within those who are a part of our community. In this way, the postures help us to give an accurate picture of our central values to those we encounter.

1.5

OFFICE OF THE PRESIDENT

Approved January 1984

1.5.1 Selection. The appointment, supervision, and evaluation of the president of the college falls within the primary responsibilities of the board of trustees (see 1.3, article IV of the bylaws). When a vacancy occurs in the office of the president, the board of trustees is responsible to initiate and oversee the process of searching, screening, and appointing a new president.

1.5.2 Position description. President of the college. The president is the chief executive of the college, appointed by the board of trustees to direct the overall operation of the institution. He/she is accountable directly to the trustees for exercising his/her executive authority in conformity with policies established by them. The task of the president is to carry out the responsibilities generally associated with that office including but not limited to providing academic leadership among students and faculty, promoting the public image of the college, taking leadership in the development of its resources, and safeguarding its tangible assets. The president must profess and proclaim the distinctive Reformed Christian vision and worldview as upheld by the Bible and the three forms of unity as outlined in the college's constitution, and work toward the advancement of those fundamental principles in the cause of Reformed Christian higher education.

In the exercise of his/her office the president bears responsibility for working constructively with the following groups:

A. With respect to the board of trustees:

1. To carry out faithfully the policies which the trustees have set.
2. To report regularly to the trustees on the state of the college in a manner that will enable them to make informed decisions.
3. To seek the advice and counsel of the trustees on significant interpretation of policy matters, and to engage them in periodic reviews of long-range goals and priorities.
4. To develop an overall plan for development of the campus and the growth of academic programs.
5. To develop an annual budget after appropriate review of needs and potential income, to submit the budget for the approval of the trustees, and to supply them with regular financial reports during the year.
6. To bring to the trustees all appointments and reappointments of full-time faculty and higher-level administrators, in accordance with the procedures for employment set forth by the trustees.
7. To represent the college in contacts with other organizations and agencies and to assure

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compliance with all appropriate accrediting agencies and state and local laws.

B. With respect to the administrators:

1. To demonstrate leadership in such a manner as to ensure the integration of each part of the institution into a harmonious whole.
2. To give direct supervision to the chief academic officer in the recruitment and appointment of qualified faculty, evaluation and appointment of continuing faculty, and the development of a well-rounded curriculum.
3. To supervise those administrators responsible for the recruitment and retention of qualified students, and to ensure a positive Christian atmosphere that meets the spiritual as well as social needs of students.
4. To supervise officers in the operation of the business office, building and grounds, computer center, and auxiliary services.
5. To supervise the development officer and to assist when needed in raising funds for the college's capital and current budgets.

C. With respect to faculty:

1. To maintain standards of excellence in the recruitment, evaluation, and promotion of qualified faculty.
2. To support the faculty in their professional growth and their maintenance of professional standards of performance.
3. To serve as a colleague of the faculty in formulating educational policies and programs that will build and maintain an institution of high academic quality.

D. With respect to students:

1. To foster the recruitment of students with high academic potential.
2. To encourage positive student morale in a Christian atmosphere.
3. To assure that the college meets the physical, social, and spiritual needs of students as well as the academic.

E. With respect to the constituents of the Trinity Christian College Association:

1. To function effectively as a spokesperson for the cause of Christian higher education in the community.
2. To guard, preserve, and promote the image of the college among the membership of the association and the broader public.
3. To communicate periodically with the constituents on the state of the college.
4. To exercise oversight over the spiritual life of the college community and to maintain loyalty to the Reformed Christian principles on which the association was founded.

1.5.3 Administrative organization

- A. The president is the chief executive officer of the college. He/she is the one officer with an overview of the entire enterprise as a whole. As such, the president must promote the mission and purpose of the college in its broadest dimensions. The president shall take the initiative with the board in all

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important matters, but shall consult and cooperate with the faculty in the manner prescribed in the faculty bylaws. The maintenance and enhancement of the general welfare of the college is the direct responsibility of the president.

- B. The president shall attend every regular meeting of the board and its executive committee in order to report on significant events at the college, to consult with the board on problems, and to bring appropriate agenda items for board action. In his/her absence, the president shall designate the vice president of academic affairs to perform these functions on his/her behalf.
- C. The administrative divisions reporting to the president of the college are academic affairs, finance administration, advancement, student life, admissions, financial aid, and communications. These divisions are administered under the direction of the various members of the administration as defined on the organizational chart.
- D. The president should select his/her own administrative team. The following procedure is designed to accomplish that end:
 - 1. The president shall select the name(s) of the candidate(s) whom he/she would like appointed. Normally, the president will appoint a search committee to assist in this task.
 - 2. The name(s) of the candidate(s) shall be presented by the president to the executive committee or the board for appointment. It is assumed that, as a rule, a single candidate shall be recommended to the board for a given position.

1.6

OFFICE OF ACADEMIC AFFAIRS

Approved July 2000

1.6.1 Position description. The position of vice president of academic affairs is established for the promotion and administration of academic and student development within the framework of the mission of Trinity Christian College. The vice president of academic affairs is the chief academic officer and chief administrative officer of the college for applying policies pertaining to academic life at the college. The person in the position, acting in behalf of and under the direction of the president and board of trustees, can efficiently serve as the administrative resource for all academic matters. He/she shall administer policies for development in the academic dimensions of college life. The vice president of academic affairs is charged to develop the best possible environment for educating students to engage in responsible Christian action.

The vice president of academic affairs shall display a thorough understanding of the Reformed heritage of Trinity and the theological, philosophic, and historical development of the Reformed worldview of its founders. He/she shall also possess professional expertise in matters of college curriculum, instruction, research, and administration. He/she must be gifted in organization, administration, communication, and human relations.

1.6.2 Primary responsibilities and duties

- A. Serves as a chief associate of the president, reports to and consults with the president frequently concerning all matters of educational planning and administration.
- B. Is responsible for the scope, quality, and instruction of the academic curricula.
 - 1. Holds academic rank and is a voting member of the faculty association and its committees. Functions as chair of the faculty association.
 - 2. Is a voting member of the teacher education committee.

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3. Determines academic standards for admission, grades, honors, probation, and graduation in conjunction with appropriate committees.
 4. Oversees course offerings, instruction, research, and student advisement assignments in consultation with departmental personnel.
 5. Disseminates policies in appropriate publications, such as the college catalog, the college handbook, employment policies, and the like.
- C. Is responsible for the organization and performance of faculty and library personnel.
1. Recommends the administrative structure for faculty, defines responsibilities, makes job assignments, coordinates activities, and evaluates performance.
 2. Oversees the evaluation of candidates for faculty positions, reappointment, tenure, and promotion.
 3. Recommends salary increases according to provisions of the salary schedule.
 4. Oversees professional development of faculty.
- D. Directs the preparation and administration of the budget for academic affairs.
1. Solicits and assembles requests from all subdivisions, integrates the requests, and recommends the budget.
 2. Approves requests for expenditures.
 3. Plans long-term spending in academic affairs.
- E. Works with committees of the board of trustees, the faculty association, and such other committees as may be established.
1. Serves as staff to and advisor for the academic affairs committee of the board, and such other committees as the board shall require.
 2. Works through committees of the faculty association as a participating member in all activities, such as in sections B and C above.
- F. Develops policy proposals as assigned by the president and board of trustees.
1. Provides leadership in the development and evaluation of all policy proposals that affect academic and student life.
 2. Gives leadership to long-range planning in all matters of college life.
 3. Consults with administrators in other college divisions concerning any other college policies.

1.7

DEPARTMENTAL STRUCTURE

For purposes of administrative efficiency, the faculty members of the college are grouped into units at various levels. A department is a group of faculty members in a discipline who work together in planning curricula, budgets, schedules, and other matters related to their discipline. A division is a group of faculty from

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related departments or disciplines who have been designated as such by the vice president of academic affairs.

1.7.1 Department Chairs. A department chair at Trinity serves as the academic leader for a department and as the link between that department and the vice president of academic affairs and other campus divisions (such as the registrar, admissions, marketing, and advancement). Within the constraints of departmental budget, curricula, and personnel, department chairs have significant autonomy and accountability for decision-making that serves the good of the department in particular and the college in general. Department chairs are appointed by the vice president of academic affairs for a term of service of three years, which is renewable upon mutual consent with the vice president of academic affairs. All full-time faculty members with at least two years of experience are eligible. Exceptions must be approved by the vice president of academic affairs.

1.7.1.1 Leadership, vision, and direction. Chairs establish departmental vision and direction in light of the strategic plan and priorities of the college.

1.7.1.2 Curricula, programs, and personnel. Chairs are responsible for the development of excellent curricula, departmental programs, and faculty.

1.7.1.3 Academic quality assurance. Chairs provide leadership for and coordination of departmental assessment and program development as required by college policy.

1.7.1.4 Resources. Chairs have oversight of and autonomy within the departmental budget.

1.7.1.5 Departmental administration. Chairs perform other basic administrative tasks that support the work of the department and its appointed and adjunct faculty members.

A full description of responsibilities, professional development requirements, and compensation can be obtained from the Academic Affairs office. All full-time instructors, assistant professors, associate professors, professors, the president, vice president of academic affairs, and administrators with faculty status and rank are voting members.

1.8

BYLAWS

OF THE

TRINITY CHRISTIAN COLLEGE FACULTY ASSOCIATION

Adopted October 2, 1984, and ratified by the Board of Trustees October 18, 1984

Amended December 11, 2018

1.8.1 Name. This organization shall be known as the Trinity Christian College faculty association.

1.8.2 Membership. All full-time instructors, assistant professors, associate professors, professors, the president, vice president of academic affairs, and administrators with faculty status and rank are voting members.

1.8.3 Responsibilities.

1.8.3.1 Scope. The faculty has the responsibility for developing the academic programs of the college, subject to the limitations of section 1.8.3.2. Its task is to translate the principles of Reformed Christian higher education into curricular programs, courses, and instruction.

1.8.3.2 Limitations. Academic decisions of the faculty are submitted first to the president for approval and

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then to the board of trustees for approval so that such decisions are ensured to be consistent with the goals and objectives of the college, as well as the policies, priorities, and timing of the board.

1.8.4 Executive committee. The president, vice president of academic affairs, and three faculty officers constitute the executive committee. The vice president of academic affairs serves as chair; the faculty officers serve as vice chair, secretary, and vicar. The chair presides at the meetings and prepares the agenda. The vice chair serves in the chair's absence. The secretary records the minutes and provides for a permanent record of the minutes. The vicar presides in the absence of the chair and the vice chair.

1.8.5 Election of the executive committee. The vice chair, secretary, and vicar are elected for three-year staggered terms by majority vote from nominations by the faculty based on the eligibility list circulated with the agenda in advance by the executive committee. A faculty member will not serve more than two consecutive three-year terms without having a year off from the committee. To be eligible to serve, a faculty member must have the rank of either professor or associate professor and have completed a minimum of four years at the college. Only faculty members under contract for the following year may vote. Election is by written or electronic ballot at the March or April faculty meeting. The responsibilities of the new officers begin after the conclusion of the last meeting of the academic year.

1.8.6 Meetings of the association.

1.8.6.1 Frequency. Meetings of the faculty association are to be held monthly during the academic year at stated times, or at the call of the president or the executive committee.

1.8.6.2 Attendance by non-members. Part-time faculty members, administrators without faculty status or rank, and board members may attend the meetings of the faculty association. All non-members are free to participate in discussion but do not have the right to vote. Students who are members of faculty committees may attend those meetings that deal with their committee's concerns. Others may attend by invitation of the executive committee or by a majority vote of the faculty.

1.8.6.3 Quorum. The quorum for any meeting is the majority of the members of the faculty as defined in 1.8.2.

1.8.6.4 Agenda.

1.8.6.4.1 Preparation. The agendas for all faculty meetings are prepared by the chair in conjunction with the executive committee from information given by committee chairs. Committees presenting motions at the meeting should provide written reports for the secretary to circulate to each member of the faculty four calendar days before the meeting. The agendas for special meetings are restricted to the particular matter(s) for which the special meeting is called.

1.8.6.4.2 Matters properly before the faculty.

1.8.6.4.2.1 Professional discussions. Professional discussions to increase the knowledge and expertise of members are so indicated on the agenda. Such discussions do not lead to immediate faculty decisions by motion and vote, though such action may follow after appropriate committee recommendation.

1.8.6.4.2.2 Regular business. Business matters before the faculty are restricted to faculty committee reports and discussion of those academic matters brought by the chair or the executive committee for information or action.

1.8.6.4.2.3 Special call for a recommendation. One or more members may wish to have the faculty take action on a matter that the appropriate committee does not bring to the floor. In such a case, a member may report at a regular meeting his/her wish for such action. If the committee does not bring a recommendation to the next regular faculty meeting, the member(s) should submit the request to the executive committee for appropriate disposition, or an ad hoc committee may be formed to bring a recommendation to the next meeting.

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1.8.6.5 Rules of order. *Robert's Rules of Order* constitutes the parliamentary authority for meetings of the faculty, except where they may be in conflict with these articles or where the faculty temporarily suspends a rule.

1.8.6.6 Suspension of rules. Any rule for faculty meetings established by these articles may be temporarily suspended by a majority vote of members present for a single meeting or for discussion and action on a particular matter.

1.8.7 Amendments to faculty association bylaws can be made by a two-thirds majority vote at a regular faculty meeting following a meeting at which such amendments are read and discussed, and with the concurrence of the president and ratification by the board of trustees.

1.8.8 Committees.

1.8.8.1 Purpose. Committees make possible deliberation of issues with a thoroughness not possible at meetings of the whole faculty. Committees may draw upon the ideas and knowledge of persons not on the faculty by soliciting their viewpoints at committee meetings or at campus-wide open hearings. The faculty may authorize committees to act for it on particular matters that can be decided within the bounds of 1.8.3. The executive committee develops mandates for all faculty association committees.

1.8.8.2 Standing committees serve throughout the academic year in areas that need continual consideration by the faculty. The standing committees are:

- A. Assessment and Program Review
- B. Curriculum
- C. Economic Benefits
- D. Executive
- E. Faculty development
- F. Foundations
- G. Personnel

1.8.8.3 Ad hoc committees. The faculty, through the executive committee, appoints ad hoc committees as needed for limited terms to deal with specific matters.

1.8.8.4 Terms. The term of office is two years for the personnel committee. The term of all other standing committees, except for the executive committee, is one year, from the time of faculty ratification of committee appointments in May until the following May when new committees are approved. Ad hoc committees serve for a definite period or until they have resolved the matters that constitute their mandates.

1.8.8.5 Membership.

1.8.8.5.1 The executive committee assigns members and chairs for all faculty committees except the executive committee and personnel committee. Committees shall consist of regular faculty members (full- and part-time, proportional to their contract) and not more than two full-time students recommended to the executive committee before September 15 by the student association for service on the curriculum and Foundations committees. The president may appoint an advisory member to a standing committee.

1.8.8.5.2 The president and the vice president of academic affairs, by virtue of their offices, are ex officio members without vote of all faculty committees, except the executive committee, in which they have a vote.

1.8.8.5.3 The personnel committee consists of seven members of the faculty and the vice president of academic affairs or designated academic dean as ex officio member. The faculty members shall have completed a minimum of three years of full-time service at Trinity, and they will not serve more than four consecutive years without having two years off from the committee, unless they offer to have only one year off. Faculty members whose promotions have been approved by the board of trustees that take effect the following year will be eligible for election in accordance with the approved promotion, providing

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they meet all other criteria. Election of personnel committee members is by written or electronic ballot at the March or April faculty meeting.

Membership shall represent the various faculty ranks as follows:

- A. 1 full professor
- B. 1 associate professor
- C. 1 assistant professor
- D. 3 full or associate professors
- E. 1 assistant, associate, or full professor

1.8.8.6 Reports. Committee reports may give information or call for recommendations for faculty decisions on new policies or modification of existing policies. Recommendations for action, with supporting rationale, must be presented in writing to the chair at least six calendar days prior to the faculty meeting. Each committee must submit a summary of its work for the year and recommendations for the next year's committee to the executive committee and new chair of the committee before June 1.

1.8.8.7 Faculty action on committee recommendations. A recommendation of a committee in the form of a motion takes precedence over a motion brought by a member of the faculty on matters within the province of the committee. If a motion brought by a committee is rejected, any faculty member may make an alternative motion only if the content of that motion covers matters discussed by the faculty in its rejection of the original motion.

1.9

MANDATES OF FACULTY ASSOCIATION STANDING COMMITTEES

1.9.1 The **assessment and program review committee** formulates, reviews, and communicates policies and procedures, and establishes cycles of assessment and program review for each academic department of the college. The committee reviews assessment reports and practices from academic departments. It provides professional development to help faculty implement effective assessment of student learning. It collaborates with the Foundations Committee, which assesses Foundations learning outcomes, and the Student Life division, which assesses co-curricular learning outcomes, in order to continually improve learning across campus. In addition, the committee analyzes program review documents from academic departments, ensuring that programs align with the mission and strategy of the college, that academic departments have an avenue to request support for maintaining effective, high-quality programs, and that departments execute strategies for continuous program improvement based on review feedback. (Approved by the Faculty Association 10/20/2020)

1.9.2 The **curriculum committee** evaluates the curriculum of the college in light of the college's mission; it studies and recommends curricular changes and reviews the academic calendar.

1.9.3 The **economic benefits committee** reviews and makes recommendations to the association and the vice president of academic affairs concerning all matters of salary schedule, compensations, and benefits for faculty. It also provides information for the finance committee of the board of trustees as requested by the administration.

1.9.4 The **executive committee** develops mandates for all committees and assigns members and chairs to all committees except the executive committee and the personnel committee. It also functions as an advisory committee to the vice president of academic affairs for matters pertaining to the faculty.

1.9.5 The **faculty development committee** introduces professional activities for the benefit of the faculty, promotes high academic standards for faculty, recommends professional employment expectations, guidelines, and policies, such as salary studies, sabbaticals, etc. The committee functions as an advisory committee to the administration on such matters as summer research grants, sabbaticals, and related budgets; organizes the continuing education of the faculty through forums, workshops, and orientations; and through various means promotes individual faculty scholarship as well as an institutional culture of scholarship.

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1.9.6 The **Foundations committee** reviews and evaluates the Foundations program in relation to the mission of the college and the entire college learning community. The Foundations committee periodically reviews Foundations goals and learning outcomes based on assessment data provided through the director of Foundations. Proposals for changes in the Foundations curriculum are submitted to the curriculum committee for approval. The Foundations committee seeks to enhance student learning in the Foundations program through activities, events, and programs sponsored in collaboration with the faculty teaching the common core curriculum, student development, student ministries, and the office of the first year experience (FYE). The director of Foundations, vice president of academic affairs or designated academic dean, director of FYE, and vice president for student life or designee are ex officio members of the committee.

1.9.7 The **personnel committee** is an elected committee that helps evaluate and recommend candidates for faculty appointment (see 2.1.4); that reviews faculty for reappointment, promotion, and tenure (see 2.4-2.8); and that attends to related policies and practices. In the spring semester of each academic year, the personnel committee conducts a review of aggregate hiring data in order to analyze the effectiveness of institutional efforts to recruit a diverse faculty. The committee also undertakes an annual review of the college's effort to support all faculty who work on a course-by-course contract basis.

1.10

COLLEGE COMMITTEES AND FUNCTIONS

College committees are appointed each year by the president or vice president of academic affairs to support college-wide commitments. A description of several regularly appointed committees and their functions follows:

1.10.1 The **admissions and academic performance review committee** is a subcommittee of Admissions Standards with two faculty members from it that has two tasks: 1) to review applicants who would not be admitted unconditionally and send recommendations to the vice president for enrollment, and 2) to review the probation and dismissal list and hear letters of appeal. The committee is composed of the director of admissions, the director of the office of learning services, the registrar, and two faculty members (one of whom teaches Foundations courses), as well as the vice president of academic affairs and the vice president for enrollment as ex officio members. The committee may invite representatives from student development for performance review discussions.

1.10.2 The **admissions standards committee** serves to 1) set and review written formal admissions standards and procedures; 2) periodically examine criteria for required minimum cumulative and current semester GPAs for students returning or continuing on probation and, if appropriate, propose changes; and 3) evaluate the work of the review process and policy, including a look at who becomes a successful student.

1.10.3 The **campus diversity and unity committee** serves to a) support and assist with coordination of plans of the director of faculty multicultural development, the director of student multicultural development, and club advisors; b) promote and encourage racial understanding throughout the institution; c) monitor the progress of plans adopted by the college with respect to goals toward such development and; d) propose policies as appropriate. At times, the committee may collaborate with the retention committee and other committees. The committee includes administrators, faculty, staff, and students. At least two of the faculty/staff members shall be advisors of multicultural clubs, provided they are available to serve. Three of the four students shall either be leaders of multicultural clubs or be recognized for their continuing contribution to campus ethnic diversity. The director of faculty multicultural development and the director of student multicultural development serve on the committee but do not chair it. The vice president of academic affairs (or designee) is an ex officio member. The vice president of academic affairs (or designee) is an ex officio member.

1.10.4 The **honors** committee oversees programs for academically motivated students, including the honors program and Vander Velde Junior Scholars. It also advises the director of the honors program.

1.10.5 The **library committee** advocates support for the library in meeting immediate needs, short-term objectives, and long-range goals; considers proposals and reviews policies; and oversees policies for handling materials produced by various units of the college that should be retained for archival purposes.

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1.10.6 The **opus committee** plans and carries out the annual opus festival, a day-long celebration of student scholarship and artistry.

1.10.7 The **teacher education committee** consists of not more than ten members. The director of teacher education is the chair of the committee, who recommends to the executive committee faculty for appointment to the committee. Faculty members should be from disciplines in which students can obtain state certification at Trinity, and students must be teacher education candidates. The vice president of academic affairs is an ex officio voting member of the committee. The committee makes curricular recommendations, establishes and administers criteria for the admission and retention of students, and promotes policies to enhance teacher education at the college.

1.10.8 The **technology and student learning committee** seeks to attend to, plan for, and present implications for emerging technologies that make a difference for student learning; suggest and plan for the use of technology to strengthen student learning and create effective learning environments; propose ways that technology could be used to support all learners; work with the professional development committee to propose and implement faculty professional development activities in the use of technology to support learning. This might also include some ideas for staff professional development in the use of technology to support student learning.

1.11

STRATEGIC PLANNING AND BUDGET

The president, as chief executive officer, oversees and directs the process of institutional planning and budget preparation, including all facets of long-range and strategic planning and development of the college. This process normally includes vice presidents, deans, and directors who will be responsible for the involvement of faculty and other administrators and staff in this important undertaking.

A. Strategic planning

1. The President's Council, often times with the consultation and participation of other persons, groups, and/or committees, is responsible for developing a five-year strategic plan for recommendation to the board of trustees. Although the goals and objectives of a plan remain the focus of the five-year plan, specific tactics typically change each year. Normally, during year three or four of a five-year plan, the development of a new plan begins, so that

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by the fifth year of an existing plan, a new plan has been developed, reviewed, improved, and approved by the faculty association and the board of trustees.

2. The President's Council regularly identifies tactics appropriate for strategic objectives of the plan. The tactics are selected by their priority and strategic relationship to the goals and objectives of the plan, as well as in awareness of the availability, distribution, and assignment of required resources – budgetary or otherwise.
3. The President's Council monitors and evaluates progress toward the tactics.
4. The President's Council's evaluation of progress toward the tactics regularly is shared with the board of trustees.

B. Budget planning

1. The president and vice presidents, with input from directors and chairs, are responsible for developing a budget appropriate for the college each year. Normally, the process begins with a request for budget officers to make needs known in the fall semester. In addition, program additions/revisions with budgetary impact are identified by the curriculum committee and other relevant committees.
2. The president and vice presidents work in tandem as revenue is projected and expenses are predicted for a coming year. Revenue sources (e.g., student, government, annual fund, etc.) are estimated and, in the process, suggested tuition, room and board costs are selected. Expenses considered include those externally derived (e.g., health care costs) as well as those requiring internal decisions (salary/wages, benefits, new programs, personnel, etc.). In this latter category, inputs include recommendations from the economic benefits committee and tactics of the strategic plan. Finally, a package of recommendations for salary, wages, and benefits is developed, and conclusions as to the additions and/or revisions to program and personnel are reached in light of financial resources and strategic plan emphases. The resulting budget (including tuition pricing, salary/benefits) is recommended to the board of trustees for approval and, once approved, reviewed during the year.

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[October 2017]

FACULTY HANDBOOK CHAPTER 2 – EMPLOYMENT POLICIES

2.1

EMPLOYMENT POLICIES

FOR

FACULTY OF TRINITY CHRISTIAN COLLEGE

Approved February 24, 1977; revised 4-8-82, 10-5-88, 10-8-93, 5-13-03, 2010-06, 5-12-06, and 5-18-07

PREAMBLE AND FACULTY APPOINTMENTS

2.1.1 Preamble. The policies and procedures elaborated in this statement are intended to serve as the effectuation in practice of the principles set forth in the constitution of Trinity Christian College. They are put forward in the spirit of Christ's declaration that "if you continue in my Word... you will know the truth, and the truth will make you free." (John 8:31 and 32) At Trinity, academic activity is the communal effort to know the truth and thus also the freedom that it brings.

The association and board of Trinity Christian College have entrusted to their faculty the responsibility freely to search for truth and freely to teach it in their classes. Such a mission demands scholars who are competent and diligent in the pursuit of their respective disciplines, who are willing to grow in truth, and who exercise their academic freedom within the context of the historic traditions of the college.

Since academic activity at Trinity encourages diversity of opinion within the context of the college's traditions, affording thereby the opportunity for growth, stimulation, and challenge, the college resolves the following statements:

- A. That faculty members examine the presuppositions upon which methodology and conclusions are based, in the light of the historic traditions of the college.
- B. That faculty members give due consideration to the nature of their position within the college community, realizing that they are in a position to influence greatly the mind of the maturing student and that they must exercise appropriate judgment in presenting their conclusions.
- C. That scientific conclusions be obtained by scholarly endeavor and in the true spirit of scholarship.
- D. That faculty members refrain from "taking advantage" of their position by introducing into the classroom provocative discussions of irrelevant subjects not within their fields of study (*Bulletin of the AAUP* 26:52, 1940).
- E. That when faculty members speak as citizens they are free from administrative or institutional censorship, but that as members holding a special position within the community they incur special obligations. As scholars and educators, both their professionalism and that of the institution will be judged by their actions. They should be accurate in their statements, exercise restraint in their opinions, and give due regard to the opinions of others. They are not to consider themselves as institutional spokespersons unless so authorized.

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2.1.2 General requirements and expectations for appointment to the faculty (applies to all faculty members, including regular tenure-track, term, visiting, members of faculty association, adjuncts, and lecturers). (Revisions approved by Faculty Association on May 8, 2012 and the Board of Trustees on May 11, 2012.)

- A. General requirements. All faculty members at Trinity Christian College must:
 - 1. Assent and subscribe to the constitution of Trinity Christian College. (The meaning of “subscription” to the doctrinal standards outlined in Article III of the Constitution is given below in section 2.1.2.C.)
 - 2. Be a member of a Christian church that affirms the doctrines of historic Christianity as represented by the Apostles’ Creed. (Membership may be defined differently by various churches, but is understood to include active engagement in a church fellowship.)
 - 3. Be willing to integrate the principles of the historic world-and-life views reflected in its traditions into all courses of instruction and curricular programs.
 - 4. Demonstrate a willingness to serve the broader community and to work with the constituency of the college as a natural outreach of the mission of the college.
 - 5. Possess professional credentials as set forth by the college.
- B. Expectations. Members of the faculty will be expected to assume the following responsibilities (for items 1-3, see section 2.4 for criteria):
 - 1. Teach and encourage student development.
 - 2. Pursue scholarship.
 - 3. Be of service to college and community.
 - 4. Carry out policies of the board of trustees and the administration with professional efficiency and in a cooperative spirit.
- C. What it means to subscribe to the doctrinal standards outlined in Article III of the Constitution.

Because Trinity Christian College is a Christian Liberal Arts college in the Reformed tradition, Article III of the College Constitution requires subscription to the Three Forms of Unity. However, since Trinity is not a church, nor is it part of any church denomination, subscription does not mean the same as it does for church members who may be asked by a denomination to subscribe to a confession as a requirement for membership, or church officers that may be asked to subscribe to a confession as a requirement for service as an officer. Subscription must mean what is appropriate for a faculty member at an institution of higher education, and specifically at a Reformed, Christian Liberal Arts college.

- 1. Subscription to the doctrinal standards means that the faculty member:
 - a. Understands the Three Forms of Unity (“the confessions”) as faithful and historic witnesses to the Word of God and knows the themes of those confessions in some detail.
 - b. Develops and applies a Reformed Christian perspective or world and life view in his or her discipline.
 - c. Respects and upholds the confessions in his or her teaching, scholarship, and service.
- 2. Subscription does not mean that the faculty member is bound to believe that the confessions are the best possible articulation of Biblical truth.
- 3. Because Trinity requires membership in a Christian church (as defined in section 2.1.2.A.3), but does not require membership in a particular church or denomination, and because subscription is defined differently than subscription required by a particular denomination, as part of the application and review process, faculty members are also expected to:
 - a. Describe in some detail the doctrines of the church they belong to and their own personal beliefs, even where these seem essentially the same as the confessions.
 - b. Articulate, as part of a process of personal theological formation, where the doctrines of their own church and their own beliefs comport with or vary from doctrines found in the Three Forms of Unity.

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2.1.3 Faculty Credentials: Equivalent Experience Policy and Process (Revised and approved July 19, 2017 by Academic Council. Revisions approved by Faculty Association on September 19, 2017; Revised and approved by Faculty Association on September 15, 2020.)

It is expected that all faculty members, regardless of the type of appointment, hold a master's degree or higher and should have completed a significant program of study in the discipline they will teach. Further, it is expected that those teaching at the graduate level typically will hold a terminal degree in the field they will teach.

Trinity Christian College is accredited as an institution of higher education by the Higher Learning Commission (HLC). The HLC has clear guidelines for faculty credentialing that are designed to ensure all students are educated by well-qualified faculty. Trinity adheres to, and endeavors to exceed, the criteria for minimally qualified faculty members as outlined by the HLC.

In light of this policy, credentialed faculty must meet one or more of the following five standards:

1. A terminal degree for the field in which they teach.
2. Possession of an academic degree relevant to the academic field in which they are teaching and at least one degree-level above the level at which they teach.
3. A master's degree or higher in the discipline or subfield.
4. A minimum of 18 graduate credits in the discipline or subfield in which they teach, if the master's degree is in a different discipline or subfield.
5. Equivalent experience as defined by a minimum threshold of experience deemed appropriate by college policy.

Equivalent Experience policy and process:

In unique cases in which a faculty member does not meet expectations for credentialing based upon academic degree (standards 1 – 4, above), the department chair will seek permission from the vice president of academic affairs, stating the rationale for hiring that individual (e.g., adjunct faculty hired to teach an applied course might substitute extensive experience in the area for a graduate degree). (Approved by the Faculty Association, February 16, 2010; Approved by the Board of Trustees, May 14, 2010)

Trinity recognizes that a faculty member can demonstrate mastery at least one degree above the level at which they will teach on the basis of the following equivalent experience.

1. For faculty teaching at the bachelor's degree level, at least five years of equivalent industry, professional, or college-level teaching experience is required.
2. For faculty teaching at the master's degree level, at least ten years of equivalent industry, professional, or college-level teaching experience is required.
3. Faculty teaching at the master's degree level who also have professional licensure in the relevant area can meet the College's equivalent experience requirement through professional licensure plus seven years of equivalent industry, professional, or college-level teaching experience.

The process for verifying the equivalent experience of an instructor must include the following steps.

1. The department chair of the relevant department will draft a memo to the vice president of academic affairs that describes the experience of the potential instructor and show the alignment between that experience and departmental or course-specific learning outcomes.
2. The vice president of academic affairs reviews the memo from the chair in conjunction with the curriculum vita for the potential instructor and determines if the instructor meets the equivalent experience policy of the college.
3. The vice president of academic affairs will respond in writing to the chair with the final determination, and this record will be kept in the personnel file of the potential instructor.

Trinity aspires to having all full-time faculty positions be tenurable. However, since factors such as but not limited to the number of majors in a department or the number of students served by the Foundations program or the enrollment of the college as a whole have not settled into a steady pattern, term

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appointments will likely be necessary. Such appointments may be renewed and/or converted into tenurable positions.

All recommendations regarding the status of a faculty position will be made by the vice president of academic affairs and president in consultation with the relevant department chair. As stated in 2.1.3.2., “The needs of the college and the approval of the board determine whether a position is eligible to be held by a faculty member with a term appointment or by a faculty member with a tenure-track/tenured appointment.” (Approved by the Faculty Association, May 14, 2013; Approved by the Board of Trustees, May 17, 2013)

When a faculty member signs a contract, it is expected that he/she agrees to the length of the contract. Trinity recognizes that circumstances may arise that lead to a breach of the contract and expects that the faculty member will provide as much notice as possible. If the faculty member provides notice by June 1, then there is no monetary penalty. However, if notice is provided after June 1, then liquidated damages of one month net salary plus all legal fees incurred to collect the penalty may be assessed at the discretion of the vice president of academic affairs after consultation with the president and chair of the personnel committee. (Approved by the Faculty Association, March 23, 2010; Approved by the Board of Trustees, May 14, 2010)

2.1.3.1 Regular tenure-track. The following information applies to full-time faculty members. For faculty members with at least a half-time but less than full-time appointment, time accrued for promotion and tenure will be prorated at the actual percent of contract. For faculty members with at least a half-time but less than full-time appointment, time accrued for promotion will be prorated at the actual percent of contract. Pre-tenure reappointments of regular faculty are normally given for a two-year period. A tenure-track position is reserved for faculty members who have or are pursuing a terminal degree. If a faculty member with a tenure-track position who does not hold a terminal degree decides not to pursue or complete one, then he/she will move to a term appointment at the time of the next evaluation. The tenure-track appointment carries rank, as follows:

- A. Instructor. A person with no previous experience (see section 2.2) or lacking the highest terminal degree in the field will normally begin at this rank. For requirements see section 2.2.
- B. Assistant professor. A person appointed to the assistant professor rank normally shall have completed the doctorate or highest degree in the field or have a master's degree with at least five years of experience, or have met other requirements specified under section 2.2.
- C. Associate professor. A person appointed to the rank of associate professor must have completed the doctorate or highest degree in the field and the experience requirement or have met other requirements specified under section 2.2.
- D. Professor. A person appointed to the rank of professor must possess the doctorate or highest degree in the field and must have completed at least four years of successful college teaching at the associate professor level or shall meet other criteria specified under section 2.2.
- E. Associate professor emeritus/emera or professor emeritus/emera. This title is conferred upon regular faculty who, because of age, infirmity, or for other valid reasons, have been honorably relieved from teaching duty after rendering tenured service to the college. This person is extended the courtesies and all privileges granted regular faculty members, except the vote. (See also section 2.9 on emeritation.)

2.1.3.2 Term. A term appointment is for a specified period of time, usually one year, and may range from 50% to full-time. Term faculty members typically have rank, are members of the faculty association, and have contracts that are renewable. For faculty members with less than full-time appointments, time accrued for promotion will be prorated at the actual percent of contract. That is, two years at half-time will be the equivalent of one year of full-time work. Faculty members with a less than full-time appointment but who have at least a half-time appointment are expected to be on campus at least three days each week, advise students (most likely at a reduced level), and attend department meetings, faculty association meetings, convocations, and commencements.

The needs of the college and the approval of the board determine whether a position is eligible to be held by a faculty member with a term appointment or by a faculty member with a tenure-track/tenured appointment.

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Thus, a faculty member in a position with a term appointment may inquire if the position could be re-considered as a tenure-track position. In such a case, the vice president of academic affairs assesses the needs of the department and college to determine if a tenure-track position is justified. Factors to consider include, but are not limited to, current and predicted student enrollment in the department, number of tenured and tenure-track positions in the department, and overall enrollment at the college. The vice president of academic affairs and president confer in making the final recommendation to the board.

2.1.3.3 Visiting. This designation is given to persons who participate in the educational program of the college on a temporary basis and who possess the qualifications for regular appointment. These appointees carry the rank that is appropriate for their academic degrees and experience. They have the rights, privileges, and obligations of faculty membership, except for faculty voting privileges. No notification of termination or non-reappointment is required or expected beyond the specific period delineated in the original letter of appointment. Time spent in this category will normally not apply toward promotion and tenure since the appointees in this category are not expected to become permanent, regular faculty members at the college.

2.1.3.4 Instructor-Practitioner. The instructor-practitioner typically holds a half-time term appointment and is expected to be engaged in his/her discipline outside of the academy in ways that enrich and bring relevancy to the classroom. The appointment is often temporary but may be renewable, depending on the conditions of appointment. The instructor-practitioner is expected to be on campus at least three days each week and to participate in department meetings. He/she may advise students, most likely at a reduced level, depending on department needs. A person holding this type of appointment is not a member of the faculty association. Time spent in this category will normally not apply to promotion and tenure. (Approved by the Faculty Association, April 20, 2010; Revised and approved by the Board of Trustees, May 14, 2010)

2.1.3.5 Members of the faculty association (also referred to as faculty status). All tenure-track and term faculty members are members of the faculty association unless otherwise noted in the appointment. Membership in the faculty association affords the privilege and responsibility of voting. In addition, members of the faculty association serve on committees and are expected to participate in convocations and commencements. Persons appointed to non-tenure track positions and administrative positions who meet the following criteria will be considered for membership in the faculty association:

- A. They must be full-time employees of the college and regularly teach at least one three-credit course per academic year OR be full-time employees of the college who are directly involved in the instructional program of the college.
- B. Possess a master's degree.

Those filling the following positions are members of the faculty association: all professional librarians, athletic coaches who teach in the curriculum of the college, dean of academic services, director of adult studies, director of the office of learning services, director of community engagement and diversity programs, director of semester in Spain, registrar, president, and vice president of academic affairs. This list of positions is not inclusive; other positions may be added as determined appropriate by the college. The appointment to membership in the faculty association should normally follow the procedure for appointment of faculty members as spelled out in section 2.2 below. In the event that membership in the faculty association was not designated at the time of appointment but is later appropriate, then the vice president of academic affairs will bring a recommendation to the personnel committee, a recommendation which is based on the position rather than the person who holds the position. If the recommendation is accepted by the personnel committee, then membership in the faculty association is granted and the chair of the personnel committee will report such at the next faculty association meeting.

Unless otherwise noted, staff members are governed by policies and procedures in the *Staff Handbook*. If a staff member is eligible for promotion (e.g., from assistant professor to associate professor), then he/she follows the policies and procedures as outlined in the *Faculty Handbook*.

Administrators not eligible for membership in the faculty association include all administrators who are not directly involved in the instructional program of the college.

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If a staff member, who has been in an administrative post with at least a 50% teaching/faculty assignment, wishes to discontinue the administrative assignment and/or increase teaching responsibilities, then the vice president of academic affairs assesses the needs of the college and the department. Should a full-time position exist, then the staff member completes the faculty interview process, which includes interviews with the department, vice president of academic affairs, personnel committee, and academic affairs committee of the board. If this is to become a tenure-track appointment, then the process outlined for moving from term to tenure-track will be followed.

In a similar situation, when a faculty member accepts an administrative assignment, then the vice president of academic affairs will indicate in writing the length and terms of the appointment. At the end of the appointment, the faculty member has the option to renew the appointment (pending positive evaluations and that the position is renewable) or to assume/return to full-time faculty responsibilities.

2.1.3.6 Adjunct instructor. An adjunct or part-time faculty member is anyone who does not hold a regular appointment. Normally appointees in this category do not hold rank, are not members of the faculty association, and do not vote on faculty and faculty committee business because of the limited nature of their appointments. Such appointments are made administratively in consultation with the appropriate department. The conditions, duration, and responsibilities of their appointment are clearly specified in the letter of appointment. No notice of termination is required or anticipated beyond the termination date of responsibilities as specified in the letter of appointment. Salary is based upon an established institutional scale for part-time instruction. Time accrued under such appointment does not apply toward promotion or tenure.

2.1.3.7 Affiliated Faculty. The Affiliated Faculty rank is designed to honor and give greater institutional voice and support to successful adjunct faculty. Affiliated Faculty work on a contract basis and are appointed to the rank based on a strong record of adjunct teaching and a commitment to the history and mission of Trinity Christian College. Formal responsibilities for Affiliated Faculty are limited to teaching. The personnel committee undertakes an annual review of the College's effort to support all faculty who work on a course-by-course contract basis.

2.1.3.8 Lecturer. This designation is given to those persons who are given short-term appointment to assist in special academic assignments or in lower level courses. Credentials usually include the minimum of a bachelor's degree. Appointment is with the understanding that the person will not remain on the staff indefinitely.

2.1.4 Recruitment of tenure-track and term faculty members. Initial appointments of tenure-track and term faculty members: the processes below are used to fill all faculty openings declared by the president of the college and academic affairs committee of the board of trustees, including all appointments that are half-time or more.

- A. Process. Departments include rationale for new faculty positions in their annual budget requests, triennial assessment reports, or septennial program review reports. These are, which is reviewed by the assessment and program review committee, which brings recommendations to the vice president of academic affairs. New positions require approval by the board of trustees.
- B. Procedure:
 - The vice president of academic affairs, with the assistance of faculty with discipline-specific expertise relevant to the post, determines outlets for the announcement of the position, particularly to attract a diverse candidate pool.
 - The vice president of academic affairs or designated academic dean, with the assistance of a faculty search committee comprised of at least one member from the department and at least one member from outside the department, solicits and screens applications; and completes initial phone or video interviews of candidates.
 - Short-listed candidates for positions exceeding half-time are invited to campus for interviews with:

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- Appropriate members of the administration
 - A representative of the Board of Trustees
 - The search committee
 - The academic department
 - The general faculty
 - Students
 - Candidates for positions of half-time or less may have an abbreviated on-campus interview.
 - The search committee makes a recommendation to the Personnel Committee, based upon feedback from the faculty, search committee, department, and students (typically in light of a teaching demonstration).
 - If the Personnel Committee supports the recommendation of the search committee, that recommendation is passed to the vice president of academic affairs who, with consideration given to feedback from the President and board representative, makes the final decision about appointment of the candidate.
 - Should the Personnel Committee not support the recommendation of the search committee, it may submit a separate recommendation to the vice president of academic affairs. In the event of contrasting recommendations, and in light of feedback from the President and board representative, the vice president of academic affairs makes the final decision about the direction of the search and appointment of the candidate.
 - Final approval of all appointments is granted by the Board of Trustees.
 - The Personnel Committee will review this procedure annually in light of aggregate hiring data.
- C. Rank. The rank at which initial appointments are made shall be determined by the criteria for rank as spelled out under section 2.2. Faculty candidates must meet the criteria in section 2.1.2.
- D. Initial appointments for regular tenure track positions are normally for two years with evaluation occurring during that time period.
- E. On subsequent reappointment. Subsequent appointments for regular tenure track positions are normally for three years with evaluation occurring within those three years.

2.2

REQUIREMENTS FOR RANK

Initial appointments will be made using the criteria in Table 2-1. “Experience” for initial appointment includes full-time teaching at the college level, full-time teaching experience at other levels, and professional/research experience in the discipline of appointment that is approved by the department chair and the vice president of academic affairs. Years of experience to determine the rank of initial appointment are calculated separately from years of experience to determine initial salary. (For information on years of experience required for promotion, please see Table 2-2.)

Normally, appointment at the associate professor level occurs when a candidate has been promoted to or held the rank of associate at a sister college or in a manner similar to Trinity. Appointment at the rank of associate professor may also occur when a candidate has several (typically more than the equivalent of 15) years of professional experience in the discipline of appointment. Appointment at the rank of professor may occur when a candidate has been promoted to or held the rank of professor at a sister college or in a manner similar to Trinity.

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Table 2-1: Minimum Degree and Experience Requirements for Appointment Approved by the Faculty Association, May 13, 2003

Rank	Minimum Degree Requirements	Minimum Experience Requirements
Instructor	Master's or its equivalent	0-4 years
Assistant Professor	a. Earned academic doctorate (Ph.D., Ed.D., D.M.A.), highest degree in the field, or doctoral candidate. The M.F.A. will be	None.
	considered equivalent for those whose primary responsibility is teaching studio art. For those with a J.D., an L.L.M. is considered the highest degree in the field.	
	b. Professional degrees J.D., M.D., Th.M., or Master's degree plus 24 semester hours graduate work in a planned program related to teaching assignment.	The equivalent of 3 years of full-time experience in the field.
	c. Master's degree.	The equivalent of 5 years of full-time experience in the field.
Associate Professor	Earned academic doctorate or highest degree in the field.	Held/promoted to the rank of associate at a sister college or in a manner similar to Trinity; significant (more than 15) years of professional experience in the discipline of appointment.
Professor	Earned academic doctorate or highest degree in the field.	Held/promoted to the rank of professor at a sister college or in a manner similar to Trinity.

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2.3

ACADEMIC FREEDOM

Every faculty member, whether tenured or not, shall be entitled to the right of academic freedom in the performance of his/her duties. He/she shall be judged only by the constitutional and professional standards of Trinity Christian College and by the standards appropriate to his/her role and discipline. A faculty member shall not be expected or required to retract or modify his/her utterances merely because a complaint against them has been received. Only complaints that allege a violation of such professional standards shall be considered, and then only when the evidence supporting the allegation is more substantial than rumor or hearsay. By making this commitment to its entire faculty, Trinity Christian College seeks to implement the Christian principles of justice and charity in its own community.

Every professor is entitled to academic freedom as defined above. It extends to the discussion of the discipline and topic of teaching in the classroom, to research, writings, and other public utterances in the field of professional competence. It does not extend to the expression in the classroom of opinions on controversial and partisan issues that have no relationship to the discipline or teaching subject. The classroom may not serve the professor as a platform for causes unrelated to his/her profession as a professor of a discipline. The respected position as a professor at Trinity imposes special obligations. The Trinity Christian College faculty member should remember that the public will tend to judge the profession and the institution by his/her utterances. Therefore, he/she should be accurate at all times, exercise proper restraint, and respect the right of others to express their opinions. The faculty member shall not attempt to politicize the institution in purely partisan matters. He/she shall disassociate the college from his/her political activities.

Challenges to a professor's exercise of academic freedom will follow the disciplinary measures and procedures process outlined in Section 2.11.

2.4

CRITERIA FOR REVIEW, REAPPOINTMENT, AND PROMOTION OF FACULTY MEMBERS

Approved by the Faculty Association, April 18, 2006; Revised May 9, 2017

Approved by the Board of Trustees, May 12, 2006 and October 13, 2017

2.4.1 Introduction. The purpose for review, reappointment, and promotion of faculty colleagues is to develop out of our individual differences as strong a Christian learning community as we can. When forming recommendations, the personnel committee considers individual strengths, experiences, and areas of expertise and how they contribute to Trinity's vision for Christian liberal arts education. As stated in Trinity's mission statement, "We seek committed, Christian faculty members who strive to grow continuously in their faith and Christian perspective on learning, who demonstrate effective teaching skills, who commit themselves to foster the total development of students as individuals, and who practice scholarship as a contribution to the education of a larger constituency." Since Trinity is a Christian liberal arts institution, effective teaching must characterize our work. Further, good teaching is most often connected to scholarship and service. In each area of interest, the committee looks for evidence of a growing Christian perspective in the faculty member's work. The committee recognizes that the relative balance between scholarship and service may vary from one faculty member to the next or between seasons within one faculty member's tenure at Trinity.

What faculty members have accomplished at previous institutions is used to determine the rank of initial appointment at Trinity, as outlined in the *Faculty Handbook*. While the work that faculty members complete at Trinity generally determines promotion and tenure, those with considerable previous experience may show the connection between their recent work and their continued commitment to professional growth.

The following rubrics describe our expectations and assessment criteria. These criteria, while naturally addressed differently by different faculty members, suggest the types of activities and level of performance that will lead to reappointment, promotion, or continuing appointment, with the levels of performance identified as below expectations, acceptable, strong, and distinguished. It is not necessary to meet every criterion in the description in each of the three areas of teaching, scholarship, and service. As a faculty, we are

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committed to regular review of each other's work. In this document, such review refers to evaluation for non-tenure reappointment, for pre-tenure reappointment, for promotion, or for post-tenure review.

2.4.2 Review expectations by rank

It is expected that faculty members at the **instructor and assistant professor rank** meet the Acceptable Level in each area.

It is expected that faculty members at the **associate professor rank** meet the Strong Level in one area and the Acceptable Level in two areas.

It is expected that faculty members at the **full professor rank** meet the Strong Level in two areas and the Acceptable Level in one area.

A faculty member may apply for **promotion to the rank of assistant professor** based on years of service at the instructor level or completion of a minimum degree and experience requirements as outlined in Table 2.2. Candidates must be at the Acceptable Level in each area.

A faculty member may apply for **promotion to the rank of associate professor** based on years of service at the assistant level and completion of a terminal degree in the field of study, as outlined in Table 2.2. In their review, the personnel committee and administration will consider the candidate's quality of teaching, scholarship, and service and how these areas demonstrate a continuing development of Christian perspective in the faculty member's work. Candidates must be at the Acceptable Level in each area and the Strong Level in teaching or scholarship.

A faculty member may apply for **promotion to the rank of full professor** based on years of service at the associate level and completion of a terminal degree in the field of study, as outlined in Table 2.2. In their review, the personnel committee and administration will consider the candidate's quality of teaching, scholarship, and service and how these areas demonstrate a continuing development of Christian perspective in the faculty member's work. Candidates must be at the Acceptable Level in service and at the Strong Level in teaching and scholarship. They also must have at least one work (article, chapter, book, artistic creation, or performance) published in a peer-reviewed outlet within the previous five years. Note that the work must be published (rather than accepted for publication or under review) during the period under review.

2.4.3 Teaching. (Most recent changes approved by Faculty Association September 18, 2024, approved by the Board of Trustees, October 4, 2024)

Effective teaching includes knowledge of and interest in the subject, ability to communicate clearly and set substantial learning goals, and modeling of the connection between faith and learning. In its review of teaching, the College tries to be sensitive to differences among disciplines in considering student feedback forms, reflections and goals in the faculty member's self-evaluation, peer evaluations, personnel committee evaluations, and recommendations of the Vice President of Academic Affairs.

Teaching Effectiveness and Student Development

Below Expectations	Lack of or inconsistent teaching effectiveness as shown in a preponderance of the following areas: <ul style="list-style-type: none">▪ course feedback forms that show multiple areas of weakness over time.▪ documented observations by the personnel committee that validate weaknesses reflected in course feedback forms.▪ self-evaluation that shows inability to articulate weaknesses and form plans for improvement or has some reflection but goals have not been met or are undeveloped.▪ lack of improvement from one evaluation to the next.▪ lack of engagement or negative interaction with students in and outside of the classroom.▪ commitment to connection between faith and learning not demonstrated.▪ documented concerns about interactions with students
Acceptable	Acceptable level of teaching effectiveness, as shown in a preponderance of the following areas: <ul style="list-style-type: none">▪ course feedback forms that indicate strengths but areas for improvement may remain.

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	<ul style="list-style-type: none"> ▪ documented observations by the personnel committee that validate effective teaching strategies ▪ self-evaluation that identifies areas of weakness and plans for improvement. ▪ commitment to connection between faith and learning demonstrated in and outside of the classroom. ▪ positive interactions with students
Strong	<p>Strength in teaching, as shown in a preponderance of the following areas:</p> <ul style="list-style-type: none"> ▪ course feedback forms that consistently show a number of strengths. ▪ documented observations by the personnel committee that validate effective teaching strategies and student engagement in the classroom. ▪ self-evaluation that addresses and shows improvement in areas of weakness previously identified. ▪ connection between faith and learning that is clear both in and outside of the classroom. ▪ intentional mentorship of students and/or student groups
Distinguished	<p>Distinction in teaching, as shown in a preponderance of the following areas:</p> <ul style="list-style-type: none"> ▪ course feedback forms that show strengths in many areas over time. ▪ evidence of effectiveness promoting learning in and beyond the classroom. ▪ documented observations by the personnel committee that validate the creativity and innovation in the classroom. ▪ recognition from peers for excellence in teaching. ▪ connection between faith and learning that is developed with colleagues. ▪ pedagogical expertise that is shared with colleagues. ▪ connections to service and scholarship that are evident in teaching ▪ a pattern of intentional mentorship of students and/or student groups

2.4.4 Scholarship. (Most recent changes approved by Faculty Association September 18, 2024, approved by the Board of Trustees, October 4, 2024)

An active life of scholarship enables the faculty member to remain current in and contribute to their field. Our goal for faculty is a habit of scholarship, which informs teaching and service, involves students, and contributes to the nexus of faith and learning. Trinity recognizes Ernest Boyer's idea of scholarship, as outlined in *Scholarship Reconsidered: Priorities of the Professoriate*; we value the scholarship of discovery, the scholarship of integration, the scholarship of application, and the scholarship of teaching. In its review of scholarship, the College considers reflections and goals in the faculty member's self-evaluation, peer evaluations, personnel committee evaluations, and recommendations of the Vice President of Academic Affairs. We look for a pattern of scholarly activities over the previous five years.

Scholarship

Below Expectations	Does not meet the criteria for Acceptable
Acceptable	<p>Acceptable level of scholarship during the evaluation period, as shown by: <u>One or more</u> of the following forms of scholarly productivity (solo or collaborative):</p> <ul style="list-style-type: none"> ▪ evidence of current work on a scholarly project ▪ presentation(s) related to one's discipline (off-campus academic conferences, off-campus professional events) ▪ work published (written, artistic, or performance-based) <p>AND</p> <p><u>Two or more</u> of the following forms of continuing education:</p> <ul style="list-style-type: none"> ▪ adequate currency in the field (reading journals, attending conferences, and/or maintaining professional licensure or certifications) ▪ sharing of scholarship on campus (such as faculty coffees, departmental roundtables) ▪ contributions toward mentored student research <p>evidence that faith informs scholarship</p>
Strong	<p>Strong level of scholarship during the evaluation period, as shown by: <u>Two or more</u> of the following forms of scholarly productivity (solo or collaborative):</p> <ul style="list-style-type: none"> ▪ evidence of a significant, ongoing writing or scholarly project ▪ frequent presentations related to one's discipline at well-respected events (conferences/professional events)

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	<ul style="list-style-type: none"> ▪ at least one significant work (written, artistic, or performance-based) published for a general audience ▪ at least one work (written, artistic, or performance-based) published in peer-reviewed outlets (defined as those that submit all work under consideration to professional evaluation by one or more experts in the field as a condition for publication/presentation) <p>AND</p> <p>Two or more of the following forms of continuing education:</p> <ul style="list-style-type: none"> ▪ currency in the field (reading journals, attending conferences, and/or maintaining professional licensure or certifications) ▪ sharing of scholarship on campus (such as faculty coffees, departmental roundtables) ▪ pattern of mentored student research ▪ contribution to campus-based discussions on the integration of faith with one's particular discipline
Distinguished	<p>Distinction in scholarship, during the evaluation period, as shown by:</p> <p><u>Two or more</u> of the following forms of scholarly productivity (solo or collaborative):</p> <ul style="list-style-type: none"> ▪ evidence of a significant, ongoing writing or scholarly project ▪ three or more works (written, artistic, or performance-based) published in peer-reviewed outlets (defined as those that submit all work under consideration to professional evaluation by one or more experts in the field as a condition for publication/presentation) over the previous five years ▪ three or more significant works (written, artistic, performance-based) published for a general audience over the previous five years ▪ invited addresses and/or presentations at well-respected professional events ▪ publication of a book in one's academic field ▪ guest or regular editorship of journal or book ▪ recognition by colleagues in one's discipline (awards, grants, commissions) <p>AND</p> <p><u>Two or more</u> of the following forms of continuing education:</p> <ul style="list-style-type: none"> ▪ currency in the field (reading journals, attending conferences, and/or maintaining professional licensure or certifications) ▪ significant contributions to and sharing of scholarship on campus (faculty coffees, departmental roundtables) ▪ pattern of mentored student research resulting in off-campus presentations or publications ▪ demonstration of how one's scholarship informs teaching and/or directs service ▪ contributions to the discipline's understanding of how faith informs work within the discipline

2.4.5 Service. (Most recent changes approved by Faculty Association September 18, 2024, approved by the Board of Trustees, October 4, 2024)

Service can aid the department, the college, the constituency of the college, or the broader community. Normally work for external compensation does not qualify for service. If a faculty member receives external compensation and believe that it qualifies for service, then he/she must demonstrate the link to service to the college. The faculty member could also describe the effect on teaching or as realized via scholarship. In its review of service, the College considers reflections and goals in the faculty members' self-evaluations, peer evaluations, personnel committee evaluations, and the recommendations of the Vice President of Academic Affairs. We look for service that strives to be current, advances both the mission of the college and broader communities, and provides links with teaching and/or scholarship.

Service

Below Expectations	Does not meet the criteria for Acceptable.
Acceptable	<p>Acceptable service, as shown in a preponderance of following areas:</p> <ul style="list-style-type: none"> ▪ consistent contribution to departmental meetings and activities ▪ consistent attendance and contribution to assigned faculty, standing, and <i>ad hoc</i> committees, as well as the faculty association ▪ contribution of time and expertise to college-wide endeavors (such as student life, community partnerships, admissions, accreditation, advancement, publicity activities)

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	<ul style="list-style-type: none">▪ service to the college constituency or broader community (church, school, non-profits, government)
Strong	<p>Strength in service to college and community, as shown in a preponderance of the following areas:</p> <ul style="list-style-type: none">▪ leadership in or significant contributions to the department▪ leadership in or significant contributions to assigned committees▪ contribution of time and expertise to college-wide endeavors (such as student life, community partnerships, admissions, accreditation, advancement, publicity activities)▪ service to the college constituency, broader community, or professional organizations through application of disciplinary expertise.▪ implementation of and/or leadership in service activities in the college and/or broader community
Distinguished	<p>Distinction in service, as shown in a preponderance of the following areas:</p> <ul style="list-style-type: none">▪ leadership in and significant contributions to the department▪ leadership in or significant contributions to assigned committees▪ significant contribution of time and expertise to college-wide endeavors (such as student life, community partnerships, admissions, accreditation, advancement, publicity activities)▪ leadership or significant service to the college constituency, broader community, or professional organizations through application of disciplinary expertise▪ promotion and dissemination of service activities to the broader community through writing and speaking▪ implementation of and/or leadership in a collaborative partnership with an external group

2.4.6.

GENERAL REQUIREMENTS AND PROCEDURE FOR REAPPOINTMENT

OF

FACULTY MEMBERS WHO HOLD LESS THAN A THREE-QUARTER TIME APPOINTMENT

Approved by the Faculty Association, September 20, 2011;

Approved by the Board of Trustees, October 7, 2011

- A. General requirements for reappointment. The following procedures and criteria apply to the reappointment of term and tenure-track faculty members and instructor-practitioners who hold less than a three-quarter time appointment. Such faculty members will be evaluated for reappointment at least every three years, unless they have been awarded tenure.
- B. Procedure for reappointment.
1. Notification of personnel who are eligible for reappointment shall be sent by the vice president of academic affairs to the faculty by June 15 of the year prior to the last year of their contract. It is expected that faculty members who are eligible for reappointment will submit their self-evaluation by September 1 of the last year of their contract.
 2. Evaluation of faculty members for reappointment shall be carried out as follows:
 - a. The general requirements and expectations of faculty members as set forth in section 2.1.2 of this document and the criteria for review, reappointment, and promotion of faculty members (section 2.4) shall serve as the criteria by which the performance of a faculty member is judged.
 - b. Method of evaluation shall proceed as follows with all evaluations and recommendations to be made in writing.
 - 1) Self-evaluation by the faculty member including a file of professional activities and services performed for the college and community.

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- 2) Evaluation and recommendation with supporting rationale by the department chair based on the person's self-evaluation and supporting data (e.g., student feedback on instruction).
- 3) Evaluation by the vice president of academic affairs, which shall include consideration of the self-evaluation form and the evaluation of the department chair, which is presented with a recommendation to the president. After conferring with the president, the vice president of academic affairs sends his/her recommendation with supporting rationale to the faculty member.
- 4) The president and vice president of academic affairs present all recommendations and evaluations to the academic affairs committee of the board of trustees. Both the academic affairs committee and the board of trustees vote on all recommendations for reappointment.

Should the faculty member have concerns that he/she would like to be addressed, section 2.10 outlines the appeal process, which includes the faculty member's responsibilities in the appeal process.

2.5

GENERAL REQUIREMENTS AND PROCEDURE FOR REAPPOINTMENT

OF

TENURE-TRACK AND TERM FACULTY MEMBERS

- A. General requirements for reappointment. The following procedures and criteria apply to the reappointment of regular tenure-track faculty members who hold at least a three-quarter time appointment. Tenure-track faculty members who are completing a period of employment during their first two years at Trinity shall be evaluated and notified of the recommendations of the personnel committee by February 15 of the last year of the appointment period on the matter of reappointment. Tenure-track faculty members who are in their third or fourth year of employment shall be evaluated and notified of the recommendations of the personnel committee by January 15 of the final year of appointment. Tenure-track faculty members who are beyond the fourth year of employment, but not tenured, shall be notified of the recommendations of the personnel committee by December 15 of the final year of appointment. If tenure-track faculty members are not notified of the recommendations of the personnel committee and vice president of academic affairs by the specified date, then at least a one-year contract will be issued for the following year. If a faculty member does not submit his or her self-evaluation by September 1, then these dates for notification may not be applicable.

The following procedures and criteria also apply to term faculty members and those with a less than a three-quarter time appointment who are seeking promotion or tenure. Since term appointments are for a specified period of time, the above dates for notification are not applicable.

- B. Procedure for reappointment.
1. Notification of faculty members who are eligible for reappointment shall be sent by the vice president of academic affairs to the faculty by June 15 of the year prior to the last year of their contract. It is expected that faculty members who are eligible for reappointment will submit their self-evaluation by September 1 of the last year of their contract.
 2. Evaluation of faculty members for reappointment shall be carried out as follows:
 - a. The general requirements and expectations of faculty members as set forth in section 2.1.2 of this document and the criteria for review, reappointment, and promotion of faculty members

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(section 2.4) shall serve as the criteria by which the performance of a faculty member is judged.

- b. Method of evaluation shall proceed as follows with all evaluations and recommendations to be made in writing.

Should the faculty member have concerns that he/she would like to be addressed, section 2.10 outlines the appeal process, which includes the faculty member's responsibilities in the appeal process.

- 1) Self-evaluation by the faculty member including a file of professional activities and services performed for the college and community.
- 2) Evaluation and recommendation with supporting rationale by the personnel committee based on the person's self-evaluation and supporting data (e.g., peer review and student feedback on instruction).
- 3) Evaluation by the vice president of academic affairs, which shall include consideration of the self-evaluation form and the evaluation of the personnel committee, which is presented with a recommendation to the president. After conferring with the president, the vice president of academic affairs sends his/her recommendation with supporting rationale to the faculty member.
- 4) The president and vice president of academic affairs present all recommendations and evaluations to the academic affairs committee of the board of trustees. Both the academic affairs committee and the board of trustees vote on all recommendations for reappointment.

2.6

GENERAL REQUIREMENTS AND PROCEDURE FOR PROMOTION OF TENURE-TRACK AND TERM FACULTY MEMBERS

Minimum degree and experience requirements are noted in Table 2-2. "Experience" includes full-time teaching at the college level, full-time teaching experience at other levels, and professional experience in the area of teaching that is approved by the department chair and the vice president of academic affairs.

For promotion to associate professor, at least five years of experience are required. Faculty members must accrue a minimum of three years of full-time college teaching experience at the rank of assistant professor to meet the requirements for promotion to the rank of associate professor. If a maximum of two years of experience other than full-time teaching at the rank of assistant professor are to be counted as years of experience for promotion, they must be approved by the vice president of academic affairs at the time of appointment. Those years may be years of full-time professional experience in the area of teaching. Adjunct teaching experience and teaching assistant experience in a doctoral program do not count for years of experience for promotion.

Table 2-2: Minimum Degree and Experience Requirements for Promotion

Rank	Minimum Degree Requirements	Minimum Experience Requirements
Instructor	Master's or its equivalent.	0-4 years.

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Assistant Professor	a. Earned academic doctorate (Ph.D., Ed.D., D.M.A.), highest degree in the field, or doctoral candidate. The M.F.A. will be considered equivalent for those whose primary responsibility is teaching studio art. For those with a J.D., an L.L.M. is considered the highest degree in the field.	None.
	b. Professional degrees J.D., M.D., Th.M., or Master's degree plus 24 semester hours graduate work in a planned program related to teaching assignment.	The equivalent of 3 years of full-time experience in the field.
	c. Master's degree.	The equivalent of 5 years of full-time experience in the field.
Associate Professor	Earned academic doctorate or highest degree in the field.	5 years of experience in the field or equivalent, 3 of which shall have been full-time teaching at the assistant professor level
Professor	Earned academic doctorate or highest degree in the field.	4 years of full-time college teaching in rank of associate professor. Typically those years of experience must be earned at Trinity.

- A. General requirements for promotion. The following procedures and criteria apply to the promotion of regular tenure-track faculty members and term faculty members whose appointment is eligible for renewal. It also applies to all staff that are members of the faculty association and teach at least six (6) credit hours a semester. The minimum requirements for consideration for promotion are listed in Table 2.2. However, merely meeting the minimum degree and experience requirements should in no way be construed as indicating that a promotion should be given. As stipulated in the criteria for review, reappointment, and promotion, section 2.4, promotions are to be based on an assessment of teaching and student development, scholarship, and service. Consideration for promotion may be made after the completion of two years of full-time teaching at Trinity Christian College or its equivalent at Trinity Christian College if minimum requirements have been met. Exceptions must be approved by the vice president of academic affairs and president at the time of the contract offer. Table 2-2 assumes that promotion is not related in time to reappointment.

Faculty members who fill less than full-time appointments are eligible for promotion, with years of experience counted appropriately. For example, two years at half-time are equivalent to one year of experience.

- B. Procedure for promotion.

1. Notification of faculty members who are eligible for promotion shall be sent by the vice president of academic affairs to the faculty by June 15 of the year prior to the year of consideration for promotion. Faculty members who wish to be considered for promotion must notify the vice president of academic affairs by the following August 15 and are expected to submit their self-evaluation by September 1 of the same year.
2. Evaluation of faculty members for promotion shall be carried out as follows:
 - a. The general requirements and expectations of faculty members as set forth in section 2.1.2 of this document and the criteria for review, reappointment, and promotion of faculty members (section 2.4) shall serve as the criteria by which the performance of a faculty member is judged for promotion.
 - b. Method of evaluation shall proceed as follows with all evaluations and recommendations to be made in writing.

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Should the faculty member have concerns that he/she would like to be addressed, section 2.10 outlines the appeal process, which includes the faculty member's responsibilities in the appeal process.

- 1) Self-evaluation by the faculty member including a file of professional activities and services performed for the college and community.
- 2) Evaluation and recommendation with supporting rationale by the personnel committee based on the person's self-evaluation and supporting data (e.g., peer review and student feedback on instruction).
- 3) Evaluation by the vice president of academic affairs, which shall include consideration of the self-evaluation form and the evaluation of the personnel committee, which is presented with a recommendation to the president. After conferring with the president, the vice president of academic affairs sends his/her recommendation with supporting rationale to the faculty member.
- 4) The president and vice president of academic affairs present all recommendations and evaluations to the academic affairs committee of the board of trustees. Faculty who are recommended for promotion by the vice president of academic affairs must meet with the academic affairs committee of the board prior to the vote by the academic affairs committee. Both the academic affairs committee and the board of trustees vote on all
- 5) recommendations for promotion.

2.7

PROCEDURE AND CRITERIA FOR TENURE

Approved by the Faculty Association, April 17, 2007; Approved by the Board of Trustees, May 18, 2007;
Revised and approved by Faculty Association on September 15, 2020.

A. Purpose of Tenure.

A tenure policy strengthens the capability of a college to attract and retain superior teachers and scholars as members of the faculty. Trinity's tenure policy improves the quality of the faculty by requiring that each faculty member's performance be carefully evaluated before tenure is granted and periodically thereafter.

The basis for a tenure system at Trinity Christian College is to be found in the desire of the college to secure and retain a faculty with a high level of achievement in scholarship and teaching. The granting of tenure to a faculty member is an official endorsement by the board of trustees of his/her qualifications as a teacher and scholar. It is a privilege accorded to those faculty members who have demonstrated their worth to the college through a sufficiently long period of service with a demonstrated commitment to Trinity's mission. Its prerogatives – particularly that of continuing appointment – provide an incentive to excellence on the part of all untenured faculty members. And the awarding of tenure – symbolizing, as it does, the approval and confidence of the college – may be expected to call forth from the tenured faculty member a long-term, reciprocal commitment of his/her ability and energy to the goals of the college. Such commitment shall consist of a written indication from the faculty member that at the time he/she becomes eligible for tenure, conditions are such that for the foreseeable future, he/she intends to apply his/her full ability and energy to work at Trinity as in the past.

B. Definition of Tenure.

Tenure is a condition of presumed continuing employment that is accorded a faculty member by Trinity, on the basis of an evaluation and recommendation by the personnel committee and administration with vote of the board of trustees. Tenure is granted only when there is a reasonable assurance, based on performance, that the faculty member will continue to meet the standards for tenure. Tenure is a statement of confidence in a faculty member and an assurance that he/she will be given support and protection by the administration and the board of the college against all charges

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unless there is good reason to withdraw their confidence. It is both an investment of trust and a protection of a right.

Tenure at Trinity Christian College means three things, all of which are subject to the faculty member's compliance with employment policies and continuing to meet the standards for tenure: (1) continuing appointment, with only the financial terms subject to annual review; (2) the formal endorsement of the faculty member's demonstrated ability in meeting the standards and expectations of the institution as described in section 2.7.F.; and (3) an intention on the part of the faculty member to teach at the institution and on the part of the college to retain this faculty member for an indefinite period of time.

Reductions in tenured faculty may be made owing to enrollment decline, demonstrable financial exigencies, or elimination of programs. The impact of proposed reductions in tenured faculty upon the college and departmental programs shall be reviewed by the assessment and program review committee and the personnel committee before a final determination of the matter is made by the administration.

C. The basis of tenure in American higher education.

The granting of tenure to faculty members by American institutions of higher learning has been justified, customarily, by appealing to the interests of three parties: the individual faculty member, the profession that he/she represents, and the institution that he/she serves.

For the faculty member, the granting of tenure is an official endorsement by the board of trustees of his/her qualifications as a teacher and scholar. It is a statement of confidence in the faculty member and his/her long-term contributions to the Trinity community.

For the profession that the faculty member represents, tenure signifies official recognition of the unique challenges and responsibilities that attend the advancing and disseminating of knowledge. The performance of these tasks ought to be guided by the intellectual and moral norms inherent in the scholarly enterprise itself. But these tasks cannot be adequately performed when the scholar is required, under threat of economic or political sanctions, to conform to standards extrinsic to the profession.

For the employing institution, tenure provides both an opportunity to assert publicly its commitment to the ideal and norms of higher education and an incentive to excellence on the part of its faculty. One part of that incentive consists in a declaration of confidence by the institution in its tenured faculty. Another part consists in the relatively greater job security associated with continuing appointment.

In sum, the tenure system in American higher education has been used to promote academic freedom for faculty members and academic quality for the institutions they serve.

D. Definition of tenure-eligible appointments.

Tenure-eligible appointments apply to those faculty members as defined above (2.1.3.1). Therefore, the rules and regulations contained herein apply only to faculty with tenure-eligible appointments and to those administrators who are eligible for or hold regular faculty status when appointed to administrative positions and are on a tenure-track appointment. Tenure will be granted only in the upper professional ranks of associate professor and professor.

Administrators with tenure-eligible appointments or who hold tenured faculty positions when appointed to administrative positions are eligible upon recommendation of the college president and board of trustees for reappointment to the same level of faculty rank and position as held before or during the administrative appointment, if such position is available and not held by another faculty member with more tenured time. Time spent as an administrator, however, will not accrue toward tenure, unless the administrator in question actively maintains engagement in the curriculum through teaching and/or scholarly research activities, in his/her field or discipline, during each year to be counted toward tenure.

Administrative appointments are for a specified period of time and/or at the pleasure of the board of

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trustees and college administration. Thus, tenure does not apply to administrative positions.

E. Eligibility for consideration for granting tenured status.

To be eligible for tenure consideration, a faculty member must meet the following requirements:

1. The faculty member holds a regular tenure-track position.
2. Tenure shall be granted only in the upper professional ranks, i.e., associate professor and professor.
3. A faculty member shall have earned the terminal degree.
4. The candidate shall have observed and shall continue to adhere to the stipulations established at the time of his/her earlier appointments and those established for continuing appointment.
5. At the time formal consideration for tenured status begins, a faculty member shall be in the seventh year of full-time teaching at Trinity Christian College through a series of appointments in the rank of instructor or above. A faculty member who has held a reduced load of at least half-time, or has held a combination of full- and reduced-loads, and holds a tenure-eligible position, is eligible to be considered for tenure after the equivalent of at least six years of service so that the faculty member is in his/her equivalent of seventh year of teaching at Trinity Christian College. (Approved by the Faculty Association, February 16, 2010; Approved by the Board of Trustees, May 24, 2010)

In exceptional circumstances negotiated at the time of appointment, a faculty member shall be in at least the third year of full-time teaching at Trinity Christian College if comparable faculty-level experience was accrued at and accepted by Trinity from other colleges or universities. The sum total of all accepted experience for tenure must be at least six years. Exceptions may be made by the board of trustees upon recommendation of the president of the college.

A sabbatical leave shall be counted as part of the required seven full years of full-time teaching; a leave of absence without salary may or may not be counted. If it is to be counted, that fact shall be one of the stipulations of the leave.

6. Prior to consideration for tenure, unless otherwise mutually agreed upon, the candidate shall have been evaluated no less than every second year. Failure of the administration to perform this duty does not delay the faculty member's eligibility to apply for tenure, unless the evaluation could not be completed due to a faculty member's leave of absence of greater than twelve weeks.
7. After tenure is granted by the board of trustees, the faculty member will offer a tenure lecture to the faculty as a whole. See Tenure Lecture Expectations, Section 4.3.

F. Standards that pertain to consideration for tenure.

To be awarded tenure, the faculty member must provide evidence that he/she is fulfilling all of the following standards. Note that the first two standards address commitment to institutional identity, and the following ones speak to teaching and student development, professional development, and service to the college and community. Specific standards are:

1. Continued subscription to the doctrinal foundations of Trinity Christian College as summarized in Article III of the college constitution and evidence of faith commitment.
2. Commitment to the development of a Christian worldview and its application to teaching and scholarship.
3. The mastery of the discipline and the art of communicating it, with resulting confidence and respect of students and colleagues.
4. The modification of courses in the light of student reaction and developments in one's discipline.

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5. Demonstrated competence as an effective student advisor.
 6. Continued efforts to remain current in the field.
 7. Contributions to the discipline through lectures, presentations, publications, public performances, exhibitions, and the like.
 8. Demonstrated competence as an effective member of institutional committees.
 9. Demonstrated contribution to college-wide and community endeavors.
- G. Procedure for tenure.
1. The vice president of academic affairs shall notify the faculty by June 15 of the members who have met the minimum number of years of experience for tenure or in exceptional circumstances who have met a lesser number of years of experience as negotiated at the time of appointment. (See 2.7.E.5.) If a faculty member has not met all the eligibility requirements (see section 2.7.E) by the end of his/her sixth consecutive year of tenure-eligible service, or is eligible but chooses not to apply, then the faculty member may elect to defer consideration for tenure until a time not to exceed the August 15 that falls at the end of the ninth consecutive year of tenure-eligible service. Beyond the ninth year, a request for an exception must be approved by the vice president of academic affairs and president.
 2. When the faculty member meets the requirements for tenure and decides to apply for tenure, the method of evaluation shall proceed as follows with all evaluations and recommendations to be made in writing. (Note: Should the faculty member have concerns that he/she would like to be addressed, section 2.10 outlines the appeal process, which includes the faculty member's responsibilities in the appeal process.)
 - a. Application for tenure, using the tenure application form and completed tenure self-evaluation by the faculty member.
 - b. Evaluation on each of the standards for tenure (see section 2.7.F) and recommendation with supporting rationale by the personnel committee based on the faculty member's tenure self-evaluation and supporting data (e.g., peer review, student feedback on instruction, and previous evaluations by the personnel committee and vice president of academic affairs).
 - c. Evaluation by the vice president of academic affairs, which shall include consideration of the tenure self-evaluation, supporting data (e.g., peer review, student feedback on instruction, and previous evaluations by the personnel committee and vice president of academic affairs), and the evaluation of the personnel committee, which is presented with a recommendation to the president. After conferring with the president, the vice president of academic affairs sends his/her recommendation with supporting rationale to the faculty member.
 - d. The president and vice president of academic affairs present all recommendations and evaluations to the academic affairs committee of the board of trustees. Faculty who are recommended for tenure by the vice president of academic affairs must meet with the academic affairs committee of the board prior to the vote by the academic affairs committee. Both the academic affairs committee and the board of trustees vote on all recommendations for tenure.
 - e. Failure to achieve tenure: Should a candidate fail to achieve or decide not to request tenure during the period of eligibility, then the faculty member may, if it is in the best interest of the college, be granted term appointments of no more than two years each. Such appointments may be renewed indefinitely at the will of the college. During this period a faculty member would be free to leave the college at the end of any appointment. Such an appointment would

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not preclude reconsideration for appointment with tenure at some later date. Any reconsideration for return to a tenure-track appointment may be initiated by the faculty

member, personnel committee, or vice president of academic affairs and must be approved by the vice president of academic affairs and president with an agreed upon application date for tenure.

H. Faculty requirements for retaining a tenured appointment.

As a condition for retaining a tenured appointment, the tenured faculty member is expected:

1. To exhibit professional competence, loyalty to the college and its constitution, continued adherence to the stipulations for continued appointment, and diligence in the performance of his/her duties, as described throughout this document.
2. To participate in periodic evaluations of his/her performance on a five year basis, as outlined below. However, the personnel committee and/or vice president of academic affairs may initiate an evaluation process prior to the regularly scheduled five year review if there is concern about the faculty member's performance of his/her duties as described throughout this document.

If these conditions are not met, then the faculty member becomes subject to the disciplinary policy, including termination. See also section 2.12.

2.7.1 College conditions leading to a loss of a tenured appointment: Reductions in tenured faculty may be made owing to enrollment decline, demonstrable financial exigencies, or elimination of programs. The impact of proposed reductions in tenured faculty upon the college and departmental programs shall be reviewed by the assessment and program review committee and the personnel committee before a final determination of the matter is made by the administration.

2.8

GENERAL REQUIREMENTS AND PROCEDURE

FOR

POST-TENURE REVIEW

- A. General requirements for post-tenure evaluation. The evaluation of tenured faculty members will occur every five years, unless otherwise specified by the personnel committee, vice president of academic affairs, or board of trustees. The following procedures and criteria apply to all tenured faculty members.
- B. Procedure for review.
 1. Notification of tenured faculty members who are scheduled for a five-year review or other specified review shall be sent by the vice president of academic affairs to the faculty by June 15 of the year prior to the academic year of evaluation. It is expected that tenured faculty members will submit their self-evaluation by September 1 of the year of evaluation.
 2. Evaluation of faculty members for reappointment shall be carried out as follows:
 - a. The general requirements and expectations of faculty members as set forth in section 2.1.2 of this document and the criteria for review, reappointment, and promotion of faculty members (section 2.4) shall serve as the criteria by which the performance of a faculty member is judged.
 - b. Method of evaluation shall proceed as follows with all evaluations and recommendations to be made in writing.

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Should the faculty member have concerns that he/she would like to be addressed, section 2.10 outlines the appeal process, which includes the faculty member's responsibilities in the appeal process.

- 1) Self-evaluation by the faculty member including a file of professional activities and services performed for the college and community.
- 2) Evaluation and recommendation with supporting rationale by the personnel committee based on the person's self-evaluation and supporting data (e.g., peer review and student feedback on instruction).
- 3) Evaluation by the vice president of academic affairs, which shall include consideration of the self-evaluation form and the evaluation of the personnel committee, which is presented with a recommendation to the president. After conferring with the president, the vice president of academic affairs sends his/her recommendation with supporting rationale to the faculty member.
- 4) The president and vice president of academic affairs present all recommendations and evaluations to the academic affairs committee of the board of trustees.

2.9

PROCEDURE, CRITERIA, AND PRIVILEGES

FOR

RETIREMENT/EMERITATION OF FACULTY MEMBERS

Faculty members may choose to continue working beyond the age at which they become eligible for social security benefits. Faculty members are asked to indicate in writing to the vice president of academic affairs their plans for retirement at least one full semester before their ending date.

Faculty members who retire with at least seven years of service at Trinity Christian College, who have made significant contributions to the college, and who retire while holding regular faculty appointments may be granted emeritus status by the board of trustees upon recommendation of the personnel committee and the vice president of academic affairs. When appropriate, the personnel committee will make a recommendation for emeritation, which will be forwarded to the vice president of academic affairs for his/her recommendation. The vice president of academic affairs will bring a motion to the academic affairs committee of the board of trustees.

Privileges granted to emeriti follow:

- A. Institutional support and encouragement in the continuation of scholarly and other academic pursuits. The faculty is encouraged to invite emeriti to make scholarly contributions and to provide other services to their department and to the college. Emeriti are encouraged to initiate suggestions as to how they might continue to serve their department and the college.
- B. Departmental administrative assistant services by special request.
- C. Research and office space by special request and as space is available, mailing address, and email account.
- D. Use of the library and information technology.
- E. Participation in all college ceremonial academic events. These include but are not limited to the opening convocation and the commencement exercises.
- F. Participation in faculty orientation, seminars, and meetings, but without voting privileges.

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- G. Attendance with guest at all special cultural events of the faculty.
- H. Attendance at all college activities that are available free of charge to all active faculty and staff.
- I. Copies of college and student publications.
- J. Listing in the college catalog at rank held upon retirement.

2.10

APPEAL PROCESS

Approved by the Faculty Association, November 15, 2005

Approved by the Board of Trustees, February 10, 2006

For situations involving non-discrimination and Title IX, policies and procedures in this section are superseded by Trinity Christian College Non-discrimination and Title IX Policies and Procedures, available online at www.trnty.edu.

The following describes the appeal process for decisions involving recommendations for promotion, length of contract, non-reappointment, or tenure.

When there is a negative recommendation at any step in the process and the faculty member wishes to appeal such recommendation, the appeal must be made at the first level of disagreement. Grounds for an appeal must be based on improper consideration (for example, violation of academic freedom, unlawful discrimination, or violation of applicable college policies on discrimination) and/or inadequate consideration (e.g., demonstrated use of non-applicable standards and inappropriate evidence in reaching decisions).

2.10.1 Informal discussion process*. In all cases of disputes regarding the review, faculty involved are encouraged to reach resolution and reconciliation with the appropriate parties involved in the decision making process. In this informal appeal, the faculty candidate (upon receiving the recommendation and written rationale) must notify the chair of the personnel committee in writing within five (5) non-holiday, business days of the date the email attachment was sent of their desire for further discussion about the recommendation. The written request should include a written rationale for further discussion (that guidelines are met, etc.). The personnel committee must review the additional written rationale presented by the faculty candidate and within five (5) non-holiday, business days must affirm or overturn their initial recommendation in writing to the candidate with rationale. Email notification is acceptable. If the personnel committee is unable to complete the review within the specified timeline, the time may be extended upon notification of the faculty candidate who filed the appeal.

* If the faculty candidate is seeking to dispute the recommendation of the vice president of academic affairs or the academic affairs committee as accepted by the board, this informal discussion process does not take place but rather the faculty candidate goes directly to the appeal process listed below.

2.10.2 Formal appeal process. When disagreement persists, the following formal appeal process takes place:

- A. Appealing the personnel committee's recommendation:
 - 1. Within five (5) non-holiday, business days of the issuance of the personnel committee's final recommendation after the informal discussion process, the faculty candidate may appeal in writing to the vice president of academic affairs and the chair of the personnel committee.
 - 2. In the next five (5) non-holiday, business days, a hearing committee is formed by the vice president of academic affairs which includes the following members: vice president of academic affairs (chair), chair of the personnel committee (non-voting member), one additional personnel committee member, two additional faculty members (selected by the chair of the personnel committee and vice president of academic affairs with representation

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from the department or related academic discipline) and a faculty advocate (this person is selected by the faculty candidate appealing the recommendation).

3. The hearing committee will review written documentation and oral statements from the faculty candidate or others, as determined necessary by the committee. Within ten (10) non-holiday, business days from the close of evidence, the hearing committee will make a formal decision affirming or overturning the personnel committee's recommendation. The decision shall be supported by a majority vote. The hearing committee will inform the faculty candidate of its recommendation in writing and submit this recommendation to the president. The president will affirm or overturn the hearing committee's recommendation. The president will inform the vice president of academic affairs, personnel committee, hearing committee, and the faculty candidate of his/her final decision in writing within ten (10) non-holiday, business days from receipt of the recommendation.
 4. If the faculty candidate chooses to appeal the final decision of the president, the board of trustees will hear the appeal in a manner outlined in the *Faculty Handbook*, section 2.10.3.
- A. Appealing the vice president of academic affairs's recommendation (this only occurs when the vice president of academic affairs's recommendation differs from the personnel committee's recommendation or the final outcome from the personnel committee appeal process):
1. Within five (5) non-holiday, business days of the issuance of the vice president of academic affairs's recommendation, the faculty candidate may appeal in writing to the chair of the personnel committee, the faculty association vice president, and the vice president of academic affairs.
 2. In the next five (5) non-holiday, business days, a hearing committee will be formed by the faculty association vice president and the chair of the personnel committee which will include the following members: chair of personnel committee (chair), vice president of academic affairs (non-voting), the faculty association vice president, two additional faculty members (selected by the chair of personnel and the faculty association vice president with representation from the department or a related academic discipline), and a faculty advocate (this person is selected by the faculty candidate appealing the recommendation).
 3. The hearing committee will review written documentation and oral statements from the faculty candidate or others as determined necessary by the committee. Within ten (10) non-holiday, business days from the close of evidence, the hearing committee will make a formal decision either affirming or overturning the vice president of academic affairs's recommendation. The decision shall be supported by a majority vote. The hearing committee will inform the faculty candidate of its recommendation in writing and also submit this recommendation to the president, who will affirm or overturn the hearing committee's decision. The president will inform the vice president of academic affairs, personnel committee, hearing committee, and the faculty candidate of his/her final decision in writing within ten (10) non-holiday, business days from receipt of the recommendation.
 4. If the faculty candidate chooses to appeal the final decision of the president, the board of trustees will hear the appeal in a manner outlined below (section 2.10.3).
- C. Appealing the academic affairs committee's recommendation (this only occurs when the academic affairs committee's recommendation differs from the vice president of academic affairs's recommendation or the final outcome from the vice president of academic affairs appeal process).
1. Within five (5) non-holiday, business days of the notification (given by the vice president of academic affairs) of the recommendation of the academic affairs committee, as accepted by the board of trustees, the faculty candidate may appeal in writing to the executive committee of the board of trustees.
 2. In the next five (5) non-holiday, business days, a hearing committee will be formed consisting

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of the executive committee of the board, the vice president of academic affairs (non-voting) and a faculty advocate (a non-voting person selected by the faculty candidate appealing the recommendation).

3. The hearing committee will review written documentation and oral statements from the faculty candidate or others as determined necessary by the committee. Within ten (10) non-holiday, business days of the close of evidence, the hearing committee will make a formal decision affirming or overturning the academic affairs committee's recommendation. The decision will be supported by a majority vote. The hearing committee will inform the academic affairs committee, vice president of academic affairs, and the faculty candidate of its decision in writing within ten (10) non-holiday, business days from the date of its decision.

2.10.3 Appeal to the board of trustees procedures

- A. Within fifteen (15) non-holiday, business days following receipt of the academic affairs committee's decline of an appeal or termination by the board of trustees, the faculty member may appeal the decision to a special meeting of the board of trustees by written request, such request to be filed with the president of the college and the chairperson of the board of trustees. Such an appeal shall be made on the record, except that new evidence may be admitted to avoid a substantial threat of unfairness. After examining the records and taking new evidence, if any, members of the board of trustees may withdraw to deliberate privately upon such record and new evidence, if any, and arrive at its decision. Should questions arise during such deliberations that require additional evidence, the deliberating bodies may reopen the hearing to receive such evidence.
- B. The special appeal hearing of the board of trustees shall be concluded, if reasonably possible, within fifteen (15) non-holiday, business days after the fifteen (15) non-holiday, business day period provided herein for the perfection of said appeal by the faculty member.
- C. The action of the board of trustees meeting as a single body shall be final and shall be delivered to the faculty member in writing within ten (10) non-holiday, business days after the said appeal is heard by the board of trustees.

2.11

DISCIPLINARY MEASURES AND PROCEDURES

Approved by the Faculty Association, January 24, 2006

Approved by the Board of Trustees, February 10, 2006

For situations involving non-discrimination and Title IX, policies and procedures in this section are superseded by Trinity Christian College Non-discrimination and Title IX Policies and Procedures, available online at www.trnty.edu.

The college and its faculty are called to be committed to discipline which is responsive to the standards of a Christian academic community, redemptive in the direction of its development, and restorative in its approach to communal interdependence. Discipline will be undertaken with fairness, confidentiality, and mutual concern for the institution and the individuals who serve it.

2.11.1 Informal disciplinary procedures. Complaints concerning the competence or conduct of a faculty member may be made by a student, faculty colleague, staff, or administrator. Such allegations must not be anonymous and must be submitted in writing to the vice president of academic affairs. When a complaint is made by a faculty colleague, staff member, or administrator, and if the vice president of academic affairs deems it appropriate, the vice president of academic affairs will forward the complaint to the department chair, providing the department chair is not the faculty member in question. If resolution is reached with the department chair, and the vice president of academic affairs is in agreement, the matter will be closed. If no resolution is reached with the department chair, and if the vice president of academic affairs determines that the allegation is not substantiated or if the allegation can be resolved without defined sanctions, the matter will be closed.

If no resolution is reached with the department chair, and the vice president of academic affairs determines the

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allegation is substantiated, the vice president of academic affairs will request that a member of the personnel committee and a faculty advocate (this person is selected by the faculty member being accused and must be a full-time, tenure-track or tenured faculty member) join with the vice president of academic affairs and faculty member to seek resolution.

If the complaint is found to be unsubstantiated or if the allegation is resolved without sanction by this body, the matter will be closed. However, if the vice president of academic affairs finds that the allegation is substantiated and may require sanctions and that the matter cannot be resolved, the allegation will be adjudicated through formal disciplinary procedures.

Students who bring an academic grievance (e.g., matters of grading, course expectations, and other aspects related to completing the academic work required in a course) should follow the written policy found in the College *Catalog* rather than these disciplinary procedures. When the vice president of academic affairs deems appropriate, the vice president of academic affairs will forward a written complaint filed by a student concerning the competence or conduct of a faculty member to the department chair for processing, providing the department chair is not the faculty member in question. The informal process will then be followed as described in the preceding paragraphs.

2.11.2 Formal disciplinary procedures. Allegations that may require formal disciplinary procedures include but are not limited to matters such as the following: professional incompetence, continued neglect of contractual responsibilities, serious personal misconduct, violation of the freedoms or rights of members of the academic community, failure to follow policies relating to moral turpitude (as defined in the 2004 Termination and Discipline document of the American Association of University Professors), and commission of a felony. Only in the most serious situations may informal disciplinary procedures (stated above) be omitted in order to initiate formal disciplinary procedures immediately. Such abridgement of the disciplinary process must be deemed necessary by the vice president of academic affairs and the chairperson of the personnel committee.

Formal disciplinary procedures include the following:

- A. Written notification and response. The vice president of academic affairs must inform the accused faculty member in writing that formal disciplinary procedures are being initiated. The written statement must include the nature of the allegation or misconduct, the impact of the allegation or misconduct on the faculty member's ability to fulfill contractual responsibilities, a description of the informal disciplinary process already utilized to seek resolution (if necessary/applicable), and a request for a written response by the faculty member to the allegation, which must be submitted to the vice president of academic affairs within five (5) non-holiday, business days of the date requested.
- B. Hearing committee constituted. The vice president of academic affairs will constitute and chair a hearing committee composed of five (5) voting members: the vice president of academic affairs, chair of the personnel committee, two members from the personnel committee (selected by the chair of the personnel committee), and a faculty advocate.
- C. Hearing committee meeting time set and evidence gathered. The hearing committee will convene within five (5) non-holiday, business days of the vice president of academic affairs receiving a written response from the accused to the allegation. The hearing committee will receive the vice president of academic affairs's written statement that was sent to the accused and the faculty member's written response. The hearing committee will also determine what evidence it should seek and which witnesses it should hear. The committee will determine a date within ten (10) non-holiday, business days that it will meet to adjudicate the case. The committee may extend this deadline if the committee determines it is necessary. The faculty member shall be notified in writing of any extension.

The accused faculty member will be informed of what evidence is being gathered and which witnesses are being called by the hearing committee ten (10) non-holiday, business days before the hearing convenes. He/She will also be informed of the hearing date. That faculty member will be advised that he/she may gather evidence and offer witnesses to the hearing committee. Evidence being gathered and witnesses to be called must be reported to the vice president of academic

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affairs five (5) non-holiday, business days before the hearing convenes.

- D. Hearing committee convenes. The hearing committee will convene. The accused faculty member may have an on-campus or off-campus advisor attend the hearing. Likewise, the vice president of academic affairs may have an on-campus or off-campus advisor attend the hearing. These advisors may be legal counsel. However, advisors will not be allowed to actively participate in the hearing.

The vice president of academic affairs will begin the hearing by summarizing the principles guiding the adjudication. The hearing committee will then receive oral opening statements from the vice president of academic affairs and the accused faculty member. The vice president of academic affairs and accused faculty member may offer evidence, bring witnesses, and question the other's evidence and witnesses. The vice president of academic affairs and the accused faculty member may each conclude the hearing with final statements and comments. Strict courtroom procedure will not be followed. The vice president of academic affairs will maintain the confidential, audio-taped record of the hearing. The hearing is also a closed hearing session.

If the hearing cannot be concluded on the original hearing date, the hearing committee may adjourn the hearing and set an additional hearing date.

- E. Hearing committee recommendation. The hearing committee must make a determination pertaining to the allegation within ten (10) non-holiday, business days of the conclusion of the hearing. The timeline for a decision may be extended when deemed necessary by the hearing committee. A majority of the hearing committee will determine whether the allegations are substantiated or unsubstantiated. The burden of proof rests with the institution. Preponderance of evidence is necessary for a determination.

1. If the hearing committee finds the allegation unsubstantiated, the vice president of academic affairs will inform the faculty member in writing of this determination and will offer the appropriate counsel from the hearing committee by which the faculty member will continue service to the institution.
2. If the hearing committee finds the allegation substantiated, the hearing committee must also recommend an appropriate sanction which corresponds to the nature and seriousness of the allegations. Sanctions include:
 - a. Written or oral reprimand.
 - b. Restitution to injured parties or to the college.
 - c. Disqualification from specific faculty privileges.
 - d. Suspension from specific faculty responsibilities.
 - e. Temporary or permanent suspension from a tenure-track appointment.
 - f. Suspension from employment for one or more semesters.
 - g. Dismissal.

The hearing committee should also inform the faculty member of its recommendation in writing and submit its recommendation to the president, who will affirm or reject the adjudicated decision as well as affirm, reject, or modify the proposed sanction. The president will inform the vice president of academic affairs, personnel committee, hearing committee, and faculty member of his/her final decision in writing within ten (10) non-holiday, business days of receiving the recommendation.

- F. If the faculty member chooses to appeal the final decision of the president, the faculty member may choose mediation or choose to forgo mediation and appeal to the board of trustees. If a faculty member chooses mediation and if no voluntary resolution is reached, he/she may still make an appeal to the board of trustees.
1. If the faculty member chooses mediation, he/she must make a written request for mediation within five (5) non-holiday, business days of receiving the decision of the president. Upon receipt of the written request for mediation, within five (5) non-holiday, business days the director of human resources will contact a Christian mediator, with written approval from both parties. If the faculty member rejects the selection, then the faculty member may appeal the decision of the president to the board of trustees. Trinity Christian College and the faculty member will agree in

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writing to share equally the cost of mediation. In most cases, the actual mediation hearing shall be completed in one (1) to two (2) days after the selection of a mediator, and the entire mediation process shall be completed within fifteen (15) non-holiday, business days after the mediation hearing commences. The college shall be represented by the president or his/her designee. The faculty member shall participate. Both the president/designee and the faculty member may have an on-campus or off-campus advisor attend the mediation.

- a. If a mutually agreed upon resolution is achieved through mediation, then that resolution shall be put into effect.
 - b. If a mutually agreed upon resolution is not achieved, then the faculty member may decide to appeal to the board of trustees. If he/she decides not to appeal, then the decision of the president stands. If he/she decides to appeal, then within five (5) non-holiday, business days after the end of mediation, he/she must make a written appeal to the board of trustees. The board will hear the appeal in a manner outlined in the *Faculty Handbook*, section 2.10.3. The decision of the board is final.
2. If the faculty member chooses to forgo mediation and appeal to the board of trustees, within five (5) days of receiving the decision of the president, he/she must make a written appeal that includes a statement specifically waiving the mediation option. The board will hear the appeal in a manner outlined in the *Faculty Handbook*, section 2.10. The decision of the board is final.

G. Other items.

Except for the sanction of dismissal, sanctions must be connected to prescribed means by which the faculty member will be restored to responsibilities and position in the Trinity community. If the sanction is dismissal, the college must recognize and be sensitive to the effects of this sanction on the faculty member, his/her family, and the larger college community.

The accused faculty member may be suspended with pay during the formal disciplinary process only if the faculty member is unable to fulfill contractual responsibilities or the vice president of academic affairs determines it is in the best interest of the Trinity community to do so.

The president will approve any public statement concerning the disciplinary procedure. The audio-taped record of the disciplinary procedure will remain confidential and available only to the president, vice president of academic affairs, and faculty member. If the president, vice president of academic affairs, and faculty member agree, then the audio recording will be transcribed into a written record. The audio tape will be destroyed if all parties agree in writing that the written transcription is an accurate and complete record of the hearing. The written copy will be maintained in a locked file in the academic affairs office. The electronic file will be secured by the vice president of academic affairs.

2.11.3 Provision for suspension pending termination. Nothing contained herein shall prevent the suspension from duty of any faculty member pending a decision on the cancelation of such faculty member's contract.

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2.12

PERSONAL FACTORS THAT MAY LEAD TO SEPARATION

OF

TENURED FACULTY MEMBERS

A professor with tenure may be separated from service in the following personal situations.

- A. Should he/she be judged to be acting willfully in contradiction of the constitution of the college.
- B. Should he/she become professionally incompetent. Competence is normally assessed by the personnel committee and the vice president of academic affairs using the criteria for review outlined in section 2.4. Faculty requests shall be made to the vice president of academic affairs, who brings a recommendation to the president. However, no tenured faculty member will be separated from service for this reason without the benefit of the Disciplinary Measures and Procedures outlined in section 2.11. (Approved by the Faculty Association, March 23, 2010; Revised and approved by the Board of Trustees, May 14, 2010)
- C. Should he/she deliberately disregard the conditions and expectations listed in the contract, letter of appointment, conditions for tenure, and in this policy statement.
- D. Insubordination – which shall be deemed to mean a willful refusal to obey the laws of the state of Illinois and the United States or reasonable rules prescribed by the board of trustees.
- E. Other good and just cause.

If a faculty member who is released wishes to appeal the decision, he/she must use the Appeal Process as outlined in section 2.10.

2.13

NON-DISCIPLINARY RELATED FACULTY REDUCTIONS

2.13.1 All faculty members. The impact of proposed faculty reductions upon the college and departmental programs shall be reviewed by the assessment and program review committee, which sends its recommendation to the personnel committee, before a final determination of the matter is made by the administration. When faculty reductions are thus made, they shall normally be made first in affected departments from among non-tenured faculty. Faculty reductions among non-tenured faculty shall not take place primarily among those whose contracts are up for renewal. Other factors, such as length of service and the results of recent official evaluation shall contribute to the decision for these faculty reductions. If a faculty member who is released wishes to appeal the decision, he/she must use the Appeal Process as outlined in section 2.10.

The college will make an attempt to employ in another useful position the faculty member whose teaching position has been eliminated but such employment is not guaranteed nor, if he/she is so placed, is he/she guaranteed the salary of the former position.

2.13.2 Tenured faculty members. If reductions are to be made from the tenured faculty, they shall be made in affected departments, normally on a last-appointed-to-tenure-first-to-go basis as the earliest consideration. The impact of each proposed reduction upon the welfare of the college and the welfare of individuals concerned shall be reviewed by the assessment and program review committee, which sends its recommendation to the personnel committee, before a final determination is made by the administration. If a faculty member who is released wishes to appeal the decision, he/she must use the Appeal Process as outlined in section 2.10.

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A tenured faculty member whose appointment is terminated by the college for the reasons given above shall be offered a return to a tenured position in the department if, within two years after he/she leaves Trinity Christian College, the former position or another position within the former department, which he/she is demonstrably capable of filling, is restored.

2.14

MISCELLANEOUS

2.14.1 Outside employment. A full-time faculty member shall not engage in regular business or be regularly employed for remuneration by agencies other than the college, except with the approval of the president or a designee. Faculty members are exempt from this regulation during the summer.

While the college recognizes the benefits which accrue to the college and individual faculty members from speaking engagements, consultant services, instructional activities sponsored, and the like, the following guidelines are to be observed:

- A. Any instance of service that requires absence from the campus for at least one regular school day, or for which remuneration exceeds \$1,000, shall be allowed only upon approval. The initial request shall be in writing and shall be submitted at least two weeks in advance of the service. Faculty requests shall be made to the vice president of academic affairs, who brings a recommendation to the president. Each semester faculty members are to report their outside employment, which the vice president of academic affairs includes in a report on outside employment that he/she brings to the president. If there are concerns or if the request for outside employment is not granted, then the vice president of academic affairs discusses such with the faculty member.
- B. The nature of the activity shall be compatible with the professional growth of the college faculty member.
- C. The extent of the involvement in the activity shall not be detrimental to the full participation of the faculty member in college responsibilities.

2.14.2 Leaves of absence without pay. Regular tenure-track faculty members may be granted a leave of absence without pay upon recommendation of the vice president of academic affairs and approval of the president. The college does not assume any financial responsibility for faculty members during a leave of absence without pay; however, the faculty member may retain group insurance at his/her own expense but for no longer than twelve (12) months. Employees wishing to continue insurance coverage while on leave without pay must pay the premiums directly to the college payroll office. Requests for faculty leave of absence must be made at least one semester in advance and will be granted only if no real hardship to the college results.

Periods of leave without pay shall not be credited as service for annual service increases, increased earning of annual leave, or any other service benefits. The faculty member's service date will be adjusted for time spent on leave without pay.

2.14.3 Reduced appointment. Faculty members may request a reduced appointment not less than 50% by submitting a written request to the vice president of academic affairs at least one semester prior to implementation. The vice president of academic affairs, after consultation with the department chair and president, will make a decision based on factors such as but not limited to department needs, enrollment in the department and college, and the faculty member's rationale. If the request is for more than one year, the reduced appointment will be reviewed on an annual basis. (Approved by the Faculty Association, April 20, 2010; Approved by the Board of Trustees, May 14, 2010)

2.14.4 Role of the chair of the personnel committee. In all sections of this chapter where the chair of the personnel committee is denoted and the chair of the personnel committee is either involved in the situation described or unable to serve in the capacity described, another member of the personnel committee will be chosen by the vice president of academic affairs to serve in that capacity. (Approved by the Faculty Association, April 20, 2010; Approved by the Board of Trustees, May 14, 2010)

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[September 2016]

FACULTY HANDBOOK CHAPTER 3 – PROFESSIONAL PRACTICES

3.1

CLASSROOM AND OTHER RESPONSIBILITIES

3.1.1 General academic responsibilities. The college catalog contains information on academic regulations such as dropping and adding courses, withdrawal from courses, and academic probation. Faculty members are responsible for understanding these policies, being able to explain them to students, and operating within the established parameters. The registrar's office is responsible for setting the class schedule, which is done in cooperation with department chairs.

3.1.2 Admission to classes. Only registered students may attend classes. Official lists are produced by the registrar's office. Faculty members should require students who are attending but not registered to register for the course and inform the registrar's office of discrepancies.

3.1.3 Room locations. Classrooms are assigned by the registrar's office. During the academic year, contact the registrar's office to change the location of an assigned classroom. To change rooms during the summer months, faculty members should contact the conference and events coordinator.

3.1.4 Devotions. It is expected that faculty members who teach an 8:00 a.m. class will begin each class day with prayer.

3.1.5 Class scheduling. In general, half- to full-time professors in the traditional program are expected to teach during the day, with classes arranged between the hours of 8:00 a.m. and 3:30 p.m.

3.1.6 Syllabi. Faculty members are expected to develop a syllabus for each class, which should be distributed within the first week of class. Guidelines for syllabi requirements and content can be found in the academic affairs office and online. Each semester faculty members are required to send a copy of the syllabi for courses taught to the academic affairs office, which maintains a collection of syllabi. The syllabi are due at the end of the first full week of classes.

3.1.7 Grades and grading. The college catalog describes the criteria for and system of grading. Course syllabi should include clear delineation of criteria on which the final grade will be based. Faculty are expected to provide frequent and immediate feedback to students, along with midterm and final grades. The final grade is the only grade that appears on the transcript; the midterm grade is useful for the student and his/her advisor and provides information to the professor so that he/she can give advice to students who are struggling. The registrar sets the deadline for midterm and final grades to be submitted by the faculty, processes and distributes grade reports to students, and determines academic status of students – whether honors, regular standing, probation, or dismissal. Timelines are established for deliberate reasons; it is expected that faculty members will meet the established deadlines.

The following marking system is used:

A	Excellent; counts four grade points per credit hour
B	Good; counts three grade points per credit hour
C	Satisfactory; counts two grade points per credit hour
D	Unsatisfactory work; counts one grade point per credit hour
F	Failing work or unauthorized withdrawal from course
W	Authorized withdrawal during the third through the sixth weeks
WP	Authorized withdrawal; passing from the seventh through the eleventh weeks
WF	Authorized withdrawal; failing from the seventh through the eleventh weeks
I	Incomplete
P/F	Pass/Fail is used in selected courses
AU	Audit
Plus (+) grades add 0.3 grade points per credit, and minus (-) grades subtract 0.3 grade points per credit.	

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Students who for legitimate reasons are unable to complete the work for a course may request a grade of "Incomplete." The request form must be secured in the registrar's office. Upon completing this form, the student must submit it to the professor of the course, who approves the request and forwards it to the registrar.

Student work to complete the requirements for a course in which an incomplete grade has been received must be submitted to the professor within thirty days after the close of the semester. The professor must submit to the registrar's office the final grade within one week of receipt of the completed work.

If the work for the course is not completed within the designated time, a transcript entry is made indicating the grade originally specified by the instructor. If the work is completed at a later date, the original transcript entry is replaced by the grade for the completed work.

A student's course grade, after having been submitted by the instructor, shall not be changed unless an incorrect grade, by reason of clerical error or miscalculation, has been submitted for the student. If an arrangement is made between the student and the instructor for additional work to be submitted after the course has been completed, then this arrangement must be handled as an incomplete grade subject to the rules for this type of grade. All exceptions to the above policy must receive the approval of the registrar and the vice president of academic affairs. (Approved by the Faculty Association, January 21, 1997)

3.1.8 Cancellation of classes. Ordinarily, classes are expected to have at least eight students in order to be offered. Thus, the vice president of academic affairs may cancel a class, after consultation with the department chair and registrar. If a class is canceled, the faculty member may be asked to take a different teaching assignment, assume an overload for a subsequent semester, or accept an assignment that includes scholarship or service to the college.

3.2

FACULTY ABSENCE

All faculty members are expected to meet every class period as scheduled in the academic calendar, to begin punctually, and to end class according to the schedule. Personal illness, serious family emergencies, and occasional attendance at important professional meetings are the only legitimate reasons for class absence by faculty members. Every effort must be made to make up work for missed classes, but classes may not be rescheduled without the permission of the vice president of academic affairs. When a faculty member will be absent from class, he/she should make arrangements to have the class taught by someone else or for students to complete a class-related activity. If a faculty member will be absent during an exam period, he/she should arrange for a proctor, which typically would not be a student.

3.2.1 Foreseeable absences. Faculty members must notify and obtain approval from the vice president of academic affairs by phone for all foreseeable absences as soon as the need for the absence is known but no later than one week prior to the start of the intended absence. If the faculty member does not personally speak with the vice president of academic affairs or is unable to make a live call, he/she needs to send an email to the vice president of academic affairs that is verified via return email.

Approval to attend a conference indicates approval to be absent for the days of conference attendance.

3.2.2 Unforeseeable absences. Whenever a faculty member finds it necessary to be absent from a class or any other assigned responsibility, he/she must inform the vice president of academic affairs as soon as possible. If the faculty member does not personally speak with the vice president of academic affairs or the academic affairs office staff, or is unable to make a live call, he/she needs to send an email to the vice president of academic affairs and the registrar that is verified via return email.

The academic affairs office will contact the registrar's office, which will post signs near the classrooms to inform students in the event that the class is canceled.

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3.2.3 Certification of absences. The vice president of academic affairs can request documentation of any absence as determined necessary. Failure to provide documentation as required will result in the absence being considered unapproved and the days unpaid. In addition, refusal to provide required documentation will be considered insubordination and could result in discipline up to and including termination.

3.3

STUDENT CLASS ABSENCES

3.3.1 Student class absences. Students are expected to attend all class and laboratory sessions for which they are registered. While faculty members are not required to take attendance, no system of "cuts" is recognized. A student's attendance record may affect the instructor's evaluation of his/her class work. Individual departments or instructors may establish their own attendance standards. Any anticipated absence on the part of the student must be cleared with the instructor. Penalty or make-up privileges for absences are left to the discretion of the instructor. In case of prolonged absence, it is the duty of the student to notify his or her instructors and the office of the vice president for student life.

Each instructor is expected to emphasize in the syllabus the importance of class attendance and to inform the students of policies and procedures regarding absences, make-up privileges, and the extent to which class attendance will be factored into the final grade for the student's performance. It is the responsibility of the student to inform the instructor of the reasons for all class absences. The professor is responsible for establishing the conditions for which students may request additional time to make up work for absences. Such a policy should be included in the course syllabus. If a student falls short of the course attendance policy, that student should be advised to withdraw from the course by submitting a course withdrawal form to the registrar's office. It is not the responsibility of the course instructor or registrar's office to automatically withdraw the student from the course. The faculty member should inform the student's faculty advisor and, if appropriate, the athletic coach of the absences. If the deadline to withdraw from a course has passed, then the student's grade is earned.

Professors are encouraged to complete a Student of Concern Report to report students' extended absences. Extended absences are those when a student misses an entire week of classes. For classes that meet only one night per week, an extended absence is when a student is absent for two consecutive class sessions. The student response team will respond to Student of Concern Reports by contacting the student and providing the appropriate supports. When the student life office is aware of an absence caused by a medical emergency, family emergency, or other such event, the office will send a memo to professors indicating the reason for the extended absence. However, it remains the student's responsibility to notify professors of extended absences.

3.3.2 Student absences related to approved college activities. Sometimes another college-approved activity (e.g., a class field trip, a music performance, an athletic event) conflicts with the regularly scheduled time of a class. While both activities have value, the college recognizes the difficulties that arise when students miss classes. Thus, off-campus trips and athletic events should be planned with discretion. The following guidelines apply:

- A. Those who schedule such events should make every effort to schedule events at times to reduce conflicts with regularly scheduled classes.
- B. Students who are members of athletic teams or other campus programs should work with their advisors to create a schedule with the least amount of interference with regularly scheduled classes. Students are expected to attend class rather than an athletic team practice.
- C. When conflicts arise between college-approved activities and regularly scheduled events, it is the student's responsibility to inform their professors with as much advance notice as possible. If students have informed faculty with adequate, advance notice of a college-approved activity, faculty members are expected to accommodate them in appropriate ways, which may include negotiating a compensatory assignment. Faculty members should arrange for an alternative time to take an exam, which should be as close as possible to the time the exam is given in class.

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- D. Faculty members are expected to notify professors of field trips and other college-approved events with as much advance notice as possible, preferably with at least two weeks' notice. If possible, faculty should consider scheduling field trips for times when students would miss the least amount of class. If an event pulls students out of class from more than two consecutive sessions, the professors and students should jointly consider alternative ways of teaching/learning.
- E. Those who schedule trips or tours during spring break should make every effort to arrange the event only during spring break so that students do not miss class. Those organizing the trip must receive permission from the vice president of academic affairs before scheduling the event.

3.4

FACULTY ADVISING RESPONSIBILITIES

3.4.1 Advising. It is the responsibility of all faculty members who have at least a half-time assignment to advise students in academic matters as a regular and accepted part of their appointment as faculty members. Assignment of students to specific advisors is the duty of the registrar, who also arranges reassignments when necessary. It is the task of the department chair to train faculty as advisors and of the registrar to keep them informed of current academic policies.

Each advisor's responsibilities are as follows:

- A. Help the students make decisions about their goals and how they can best meet them.
- B. Monitor advisee progress toward educational goals.
- C. Determine reasons for poor academic performance and direct advisees to appropriate support services.
- D. Inform students of career opportunities in their chosen major.
- E. Be available for advisees during the semester to consult with them on academic matters and make referrals as needed for other matters.
- F. Assist students through the registration procedures. If there is a need for changes during the semester, the advisor should help the student with such changes.
- G. Be able to answer questions about a student's academic program and refer them to others when needed.

Information regarding advisees' academic records is available from the registrar. Such information is confidential and security of records must be carefully maintained. It is the duty of the advisor to assist the student in registration and academic matters to ensure completion of all graduation requirements. Advisors are expected to be available in order to assist students.

There are several Trinity offices that are able to assist students. Advisors should be aware of these services and refer students when appropriate. The services available are: the Office of Learning Services for academic support; the Cooper Center for Vocation and Career Development; and the vice president for student life for other student concerns such as residential life.

Faculty access to student records is regulated by the Family Educational Rights and Privacy Acts (FERPA) and faculty members are expected to be familiar with and comply with the regulations. Information on these regulations can be found on the registrar's webpage at www.trnty.edu/registrar/registrar-ferpa.html. Additional questions should be directed to the registrar's office.

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3.4.2 Office hours. Office space is provided for each faculty member and is predicated upon the value of having faculty members available on campus for student faculty interaction as well as providing a place for completing work responsibilities. Assignment of office space is made through the academic affairs office. Requests pertaining to offices should be directed to the academic affairs office.

Faculty members are expected to set regular times during the week to meet with students. If a faculty member must change any of these established times for completing other responsibilities, this should be communicated to students, mostly likely through a sign posted on the faculty member's door. Office hours must be included in course syllabi, clearly posted near the faculty members' offices, with a duplicate copy sent to the academic affairs office. Faculty members are expected to be on campus for at least four days each week, with the option of one day being devoted to off-campus research and related activities.

3.5

FACULTY PERSONNEL RECORDS

Faculty members are responsible for providing a vita, which includes degrees earned and a detailed and accurate employment history, and an official transcript from the college/university from which they earned their highest degree. Faculty records, e.g., references, recommendations, grievances and appeals, correspondence related to the faculty member, and other appropriate items which are the responsibility of the vice president of academic affairs, are kept in a file cabinet that is locked during non-business hours in the academic affairs office. Appropriate personnel records (e.g., enrollment forms, W-4) are maintained in the human resources office. The college also maintains summaries of student evaluations. The faculty records are considered confidential and information from them is available only to direct supervisory personnel, members of the college board of trustees at appropriate times, or upon written request of the individual faculty member. The faculty member's self-evaluation and other documents for the reappointment, promotion, and tenure process are kept in a separate file, also in a file cabinet that is locked during non-business hours. These materials are available only to direct supervisory personnel, personnel committee members, members of the college board of trustees at appropriate times, or upon written request of the individual faculty member.

It is the responsibility of each faculty member to promptly notify the academic affairs office of any changes in personal data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of emergency, educational accomplishments, and other such status reports should remain current.

3.6

WORKLOAD

Approved by the Faculty Association, April 28, 2015 and the Board of Trustees on May 15, 2015

It is the responsibility of the vice president of academic affairs to define responsibilities and make work assignments for all instructional staff. The following policies are guidelines for making assignments.

3.6.1 Parameters for faculty load during the academic year. The teaching load is determined by the vice president of academic affairs. Assignments vary according to the number of credit hours, contact hours, preparations, student enrollments, administrative duties, and committee assignments. The following parameters will be used:

- A. College requirements for teaching assignments for full-time faculty. All faculty members must meet required criteria for teaching load. The number of hours includes regularly calculated hours and scaled hours for instructional variation across disciplines aligned to professional standards and peer institution practice. Instructional varieties include lab, clinical, studio, ensemble, supervision, stacked, and team-teaching.

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1. 24 hours (or equivalent¹) of courses taught per academic year.
 2. During the period from August 16 until the first day of the fall semester and the two-week period in May following the deadline for spring semester grades, all faculty members are expected to be available for meetings with colleagues, registering or advising students, and otherwise engaged in activities in the areas of teaching, scholarship, and service.
- B. College expectations for reasonable teaching assignments. Faculty members whose responsibilities consistently place them outside expectations may ask or be asked to adjust responsibilities. All numerical values below are to be interpreted as general guidelines, not strict ranges.
1. In a two-year period, at least one-half of each faculty member's teaching load consists of courses that are taught every year, unless otherwise justified by their department.
 2. 65-100 students in all classes combined per semester.
 3. 200-300 Student Credit Hours (SCH) per semester. Faculty members whose total SCH exceeds 300 SCH in a given semester be granted adjunct pay in the current semester or a course release within the following two semesters. This SCH total excludes independent studies, field education assignments, course releases, and other such responsibilities.
 4. At most one Independent Study per year. Independent studies do not count toward load, except at the direction of the vice president of academic affairs.
 5. Distinct lecture preparation for a maximum of 9 credit hours per semester or 18 credit hours per year.
- C. College expectations for reasonable non-teaching responsibilities. Faculty members whose responsibilities consistently place them outside expectations may ask or be asked to adjust responsibilities. All numerical values below are to be interpreted as general guidelines, not strict ranges.
1. 15-20 advisees.
 2. Supervision of not more than 2 interns per semester beyond required teaching assignments.
 3. 35-40 hours in committee meetings per academic year.

3.6.2 Summer courses. Faculty members are compensated for teaching summer courses since such courses are not considered part of the faculty member's teaching load.

3.6.3 Overloads. Teaching an overload in the traditional curriculum is strongly discouraged. When it appears necessary for a faculty member to teach an overload due to exceptional circumstances, he/she must first obtain permission from the vice president of academic affairs and will be paid for teaching the overload at the adjunct rate. Faculty members who have an extremely small student credit hour load may be asked to teach an additional course as part of their regular teaching load.

¹ In determining 24-hour equivalency, other contributing factors may be considered in dialogue with the vice president of academic affairs. Factors include heavy departmental responsibilities, significant college events planning, and intense instructional course assignments.

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3.7

CHRISTIAN SEXUAL CONDUCT

Approved by the Faculty Association, April 19, 1999

Approved by the Board of Trustees, April 26, 1999

The Trinity Christian College community considers it appropriate and beneficial to express our understanding of the Biblical norm for sexual conduct. Scripture teaches that human sexuality is part of the image of God. Human sexual activity as part of the creational order is to be expressed between a man and a woman and finds its culmination in intercourse between husband and wife. As children of God and as a Christian community seeking to live according to the Word of God, we affirm this standard of sexual conduct.

3.8

ETHICAL RESPONSIBILITIES

3.8.1 Human subjects review. Trinity Christian College affirms that all persons are created in the image of God and therefore have inherent dignity and worth. Consistent with this underlying principle the purpose of the institutional review board (IRB) is to promote ethical research practices by students, faculty, staff, and administrators both on campus and in the broader community. Additional information can be found on the committee website.

At Trinity Christian College, the IRB shall have jurisdiction over the process of data collection and analysis in research that utilizes the participation of human subjects. Projects done for pedagogical or administrative purposes where data will be collected for presentation or publication outside the college community shall require IRB approval. Project directors are encouraged to consult with the IRB chair for guidelines applying to a specific protocol. All research done on the Trinity Christian College campus with students, faculty, staff, or administrators shall be reviewed by the IRB.

3.8.2 Basic ethical principles. Trinity Christian College affirms that all persons are created in the image of God and therefore have inherent worth and dignity. The IRB adheres to the following ethical principles in its review of proposals.

- A. Welfare of human subjects shall be adequately protected and written, informed, and voluntary consent shall be obtained from all subjects prior to their participation in research.
- B. Any costs and risks to human subjects shall be outweighed by the sum of the benefit to the subjects and the importance of the knowledge that is gained.
- C. Special consideration and protection shall be provided to human subjects given in research involving human subjects who may lack full capacity to secure their own rights and interests, e.g., children, the mentally ill, the economically or educationally disadvantaged, and those in involuntary custody.

3.8.3 Structure. The IRB shall monitor all research involving human subjects conducted by faculty, staff, and students at Trinity Christian College. The IRB also shall play a role in educating the college community regarding the importance of safeguarding the privacy of human subjects and protecting human subjects from any potential risks involved in research. The full policy and procedures can be found on the Trinity Intranet (the Trollweb) or by contacting the chair of the IRB.

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3.9

PUBLIC AFFAIRS AND POLITICAL ACTIVITY

Faculty members are encouraged to be active in public and political activities, as long as such activity does not jeopardize performance of their faculty responsibilities and takes place on their own time and at their own expense. Section 501(c)(3) of the Internal Revenue Code provides an absolute prohibition on tax-exempt colleges and universities from participating or intervening on behalf of, or in opposition to, any candidate for public office. Among the political campaign activities that Section 501(c)(3) prohibits directly or indirectly are the following: endorsing, supporting, or opposing any political candidate; permitting a trustee, other officer, employee, or representative of the exempt entity to use his/her position, or the reputation or resources of the school, to endorse, support, or oppose a candidate or make any statements to encourage its members to vote for or against a particular candidate or party; permitting the facilities, name, reputation, or resources of the entity to be used by one candidate, party, PAC, or others to support that candidate or oppose another candidate; distributing partisan voter guides or other candidate information that favors or disfavors a particular candidate or party; and any other activity that intervenes or otherwise exclusively supports one candidate or opposes another candidate.

3.10

HARASSMENT

Trinity Christian College seeks to promote an academic community where all members – students, faculty and staff - are treated with courtesy, respect and dignity. The college seeks to promote a learning environment free from all forms of conduct that can be considered discriminatory, harassing, coercive, or abusive. These behaviors violate a person's dignity as an individual made in the image of God. This policy is central to our mission as a learning community marked by Christian integrity and love. All situations involving non-discrimination, harassment, and Title IX policies and procedures are governed by *Trinity Christian College Non-discrimination and Title IX Policies and Procedures*, available online at www.trnty.edu.

3.11

COPYRIGHT POLICY SUMMARY

Reviewed by Director of Library and Library Committee, November 2013

Trinity Christian College continues to take appropriate measures to ensure that its faculty members are aware of copyright laws, familiarize themselves with their guidelines, and comply thoroughly with their requirements. These regulations and agreements are useful tools when faculty members use materials owned by others in the course of scholarship, research, or service learning opportunities.

Often, you do not need to seek copyright permission. If the work is available for free from a legitimate (i. e., non-pirated) web site, or if the work has been licensed by the library (e. g., a journal article in a database), you may provide a link to the work rather than make copies of it. Or if the work is in the public domain (see below) it is no longer covered by copyright law. Check the library copyright pages for details or contact a librarian.

Permissions

First seek permission from the author/creator of the work. It is not uncommon for the author to transfer rights to the publishers or another licensing agency. A fee may be assessed for the usage or reproduction of material needed. The process of securing permission will take time so it is best to prepare ahead of time in case permissions are denied or requests are not responded to.

FACULTY HANDBOOK CHAPTER 3 – PROFESSIONAL PRACTICES

Public Domain

The public domain is not a place. A work of authorship is in the “public domain” if it is no longer under copyright protection or if it failed to meet the requirements for copyright protection. Works in the public domain may be used freely without the permission of the former copyright owner.

A public domain work is usually:

- produced by the United States government
- simply facts or other non-protectable work
- one whose copyright has expired
- one which was produced as a public domain work (e. g., Creative Commons licensed)

Check the library copyright page or contact a librarian to determine if a work is in the public domain.

The Fair Use Exemption

In order to use copyrighted material in a course (face-to-face or online), for a departmental event, or for a public event (on- or off-campus, in person or online), you must either have permission of the copyright holder or claim an exemption under fair use. (See Section 107 of the Copyright Code at: <http://www.copyright.gov/fls/fl102.html>)

The fair use exemption is not governed by specific rules, but by an evaluation the user makes concerning the use being made of the copyrighted material. The user, not the college, is responsible for any copyright violation.

“Your evaluation should weigh four factors:

1. **Purpose and character:** If your use is for teaching at a nonprofit educational institution, this is a factor favoring fair use. The scale tips further in favor of fair use if access is restricted to your students.
2. **Nature of copyrighted work:** Is the work fact-based, published, or out-of-print? These factors weigh in favor of fair use.
3. **Amount used:** Using a small portion of a whole work would weigh toward fairness. But sometimes it may be fair to use an entire work (such as an image) if it is needed for your instructional purpose.
4. **Market effect:** A use is more likely to be fair if it does not harm the potential market for or value of the copyrighted work. But if it does, this could weigh more heavily against fair use than the other factors.”

All four factors do not have to weigh in favor of fairness for the use to be judged fair, but if together they weigh toward fairness, your use is better justified. If the factors together lean in the other direction, the likelihood that you will need to obtain permission from the copyright holder increases. (*Know your copyrights*, © 2007 Association of Research Libraries, used under Creative Commons Attribution-NonCommercial 2.5 License)

Film Screenings or Audio Performances

“You may display or perform a work in your class without obtaining permission when your use is:

- for instructional purposes;
- in face-to-face teaching; and
- at a nonprofit educational institution.

If you don’t meet all three of these criteria, consider whether what you have in mind is a fair use.” (*Know your copyrights*) All other uses (for example, showing a film outside of class to which persons other than your class members are invited), are likely to be considered public performances (see below). Check the library copyright page for examples of fair use.

Public Performances

Public performance rights are a special category of copyright. Most educational uses of audiovisual works (whole or in part) will be covered under the face-to-face teaching exemption noted above. Any other performances, such as a movie night, departmental screening, lecture, concert or background music use will require permission from the rights holder, and possibly the payment of fees. Rights must be cleared regardless of whether a piece is used in whole or in part. For example, film clips or musical samples will need to be cleared.

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In any of these cases, a public performance license must be purchased. Contact Swank Motion Pictures (www.swank.com or 1-800-876-5577) at least two weeks prior to the intended showing to obtain pricing for a particular film. For musical rights, contact the library for a consultation. Prior to publicizing the event, contact the president's council member to whom your department reports to verify that you have cleared the rights.

For more information about public performance rights, contact a librarian at Trinity.

3.12

STUDENT FEEDBACK ON Courses

Approved by the Faculty Association, May 14, 2013

Approved by the Board of Trustees, May 17, 2013

Continuing faculty evaluation, including observation of faculty in instructional settings, is a basis for reappointment, promotion, tenure, or dismissal. Evaluation is the responsibility of the vice president of academic affairs (VPAA) in consultation with faculty, the president, and the academic affairs committee of the board of trustees. Faculty members shall provide the VPAA information about their instructional and professional accomplishments, including student feedback on courses. Student feedback is intended to improve the quality of instruction and the rigor of the academic program and to include the student voice in the evaluation process.

All faculty members, including adjunct faculty members, are required to administer the forms for student feedback on courses (SFC) in every course taught, excluding non-seminar field education, Thrive, Undergraduate Learning Assistant (ULA), and independent studies. Faculty are welcome to devise their own supplemental feedback forms, which must not replace the college forms, and to use information from the supplemental forms along with the results from the college forms in their self-evaluation.

The procedures for administering student feedback on instruction are as follows:

A. For in-person classes,

- 1) SFC forms will be available online to students and will be administered in the classroom no earlier than two weeks before and no later than the last day of classes, and never at the same time as the exam period.
- 2) SFC forms are to be administered without inducements at the beginning of the hour with sufficient time (at least ten minutes) to complete them in class.
- 3) The instructor must leave the classroom while students complete the feedback forms.

B. The summaries will not be made available to faculty members until after grades have been submitted. SFCs become part of the official record for evaluation by the VPAA and personnel committee of the faculty.

C. The VPAA will take appropriate steps to see that student confidentiality is maintained.

However, if student feedback includes hate speech, then the faculty member can request that feedback be reviewed and deleted from their record. Hate speech is defined as any communication that attacks a person or group based on race, religion, ethnic origin, national origin, sexual orientation, disability, or gender identity. Faculty may contact the VPAA office to request a review of their SFCs if there is concern regarding hate speech.

The VPAA has the responsibility to assist faculty members with respect to the methods and techniques of instruction and the organization of courses. This responsibility includes class visitation, evaluation of course outlines, syllabi and other materials, and discussion with instructors about SFC.

At regular intervals of evaluation, members of the personnel committee will also be permitted to observe classroom performance.

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3.13

USE OF STUDENT ASSISTANTS

Trinity does not employ students for the official role as “teaching assistant.” However, students may support classroom instruction under the supervision of the professor. They should not assume responsibilities that set direction of the course or that require the qualification of the faculty member.

Students may be assigned to do meaningful work in the department but should not be asked to do work that requires the qualifications of faculty members. Students should not:

- A. Grade major tests or papers.
- B. Deal with confidential matters of the college.
- C. Be paid for work for which they also receive academic credit.
- D. Assume tasks for the non-professional, private matters of the faculty member.
- E. Be the research assistant for a faculty member’s scholarship project unless the source of funds is outside the instructional budget.

3.14

ADJUNCT FACULTY

Definition of adjunct faculty members is provided in Chapter 2. Conditions of employment are further defined as follows:

- A. Adjunct personnel are employed within a given department to teach specific courses or perform specific duties as needed. The terms, conditions, and pay scale for such temporary appointments are set by the vice president of academic affairs. Contracts for adjunct positions are limited to temporary service for the term indicated. The college unilaterally reserves the right to cancel before or after issuance of contract any class or activity with an insufficient enrollment, as defined by the college.
- B. Adjunct instructors are expected to be familiar with those portions of the college catalog that pertain to the department offerings in which they have teaching responsibility. They are required to be Christians, to support the Christian tradition in which the institution stands, and to abide by the policies, procedures, and principles of personal conduct articulated in the *Faculty Handbook*. Adjunct instructors are expected to follow all established procedures regarding student registration, drop/adds, assigned classrooms, final examinations, and grading. Information on these policies is available from the departmental chairperson or registrar.
- C. Adjunct instructors are expected to meet all classes promptly in the scheduled places. Classrooms must be left in good physical condition each day.
- D. If an adjunct instructor will be absent unavoidably, he/she will be expected to find a replacement (with assistance from the department chairperson) and compensate such replacement in a manner satisfactory to both parties. Whenever an adjunct instructor finds it necessary to be absent from a class or any other assigned responsibility, he/she must inform the vice president of academic affairs and department chair as soon as possible. If the adjunct instructor does not personally speak with the vice president of academic affairs or the academic affairs office staff or department chair, or is unable to make a live call, he/she needs to send an email to the vice president of academic affairs and the registrar that is verified via return email; the academic affairs office will inform the department chair.
- E. Adjunct instructors are given mailboxes on campus, as assigned by the mailroom and are expected to check mailboxes each time they are on campus.

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- F. Course syllabi must be prepared and submitted to the department chairperson and vice president of academic affairs's office before the meeting of the first class.
- G. It is expected that adjunct instructors will assist students having difficulty in their courses; being available for student consultation before and after class is strongly encouraged.
- H. Adjunct instructors are required to administer course evaluations for every course taught in every term (i.e., fall, spring, summer).

3.15

ACADEMIC INTEGRITY

Approved by the Faculty Association, May 2007
Modifications approved by Faculty Association, March 26, 2013

See "Academic Policies and Procedures" in the appropriate Catalog (Traditional Undergraduate, Adult Undergraduate, or Graduate).

3.16

FUND RAISING GUIDELINES FOR COLLEGE-SPONSORED SERVICE EXPERIENCES

Approved May 11, 2005
Modified June 2013

Trinity Christian College recognizes the substantial financial commitment that college-sponsored service experiences often require. The following guidelines are designed to provide students with the opportunity to raise funds to offset expenses related to college-sponsored service experiences. In summary, these guidelines are based on the following two principles:

- A. Donations designated to cover the expenses of a specific participant that are not tax-deductible gifts to the college.
- B. Group fundraising efforts have the potential of overlapping with other college fundraising efforts. The faculty/staff sponsor of the service experience is responsible for coordinating efforts with the advancement office, specifically the vice president for advancement.

3.16.1 Fundraising by students to cover individual expenses. Individual students may raise private support to cover costs related to their participation. This kind of support is similar to funds raised to cover regular college tuition. It does not meet the definition of a donation to the college.

- A. Contributors should be made aware that the Internal Revenue Service does not allow funds targeted for a specific individual to be considered a tax-deductible donation. These funds will be accepted to offset the individual student's cost of participation, but cannot be considered donations to the college.
- B. Before approaching a church or other groups/individuals that are already donors to the college, students are requested to contact the vice president for advancement. These groups and individuals receive many requests for funding and the advancement office will assist the student in making an effective request.

3.16.2 Fundraising by groups to cover group expenses. Funds raised to cover group (i.e., not designated for an individual participant) expenses may be considered tax deductible contributions to the college. Because of this, the vice president for advancement must be involved in coordinating these fund raising efforts. These fundraising efforts fall into two categories:

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- A. Efforts that do not target specific donors, such as car washes, bake sales, and candy sales. Students may engage in these efforts as long as they are first approved by the faculty member or staff sponsor for the service experience. The faculty/staff person will be responsible for informing the vice president for advancement of these activities to ensure that they do not conflict with or infringe on other college activities. This money will be deposited in the group's account at Trinity, but no gift acknowledgement will be sent to donors by the college.
- B. Efforts that target specific donors or groups of donors, such as speaking to groups or sending letters of appeal. These must be approved by the vice president for advancement before any such efforts can be started. In order to assist the students in making an effective request, the vice president for advancement will need to know:
 - 1. The names of those Trinity Christian College students/faculty/staff that will be joining in the service project.
 - 2. The names of those individuals who will be solicited for funds in support of the service project.
 - 3. The methodology of fundraising with these individuals (letter, phone call, personal visit, church, or consistory visit).
 - 4. The designated timeline for all fundraising activity.

Once approved by the vice president for advancement, any gifts received of \$250 or greater will be acknowledged as tax deductible gifts to Trinity. Donor checks should be made payable to Trinity Christian College; clearly indicate on the "memo" line of the check the service project that is supported. Trinity Christian College will not receipt any gifts \$250 and above made by individuals or organizations that support a particular individual (student or otherwise) participating in the college sponsored trip. Trinity Christian College will not receipt any gifts made by individuals or organizations under \$249 regardless of college sponsored trip designation.

For questions concerning these guidelines, please call the vice president for advancement.

3.17

POLICY ON CONSENSUAL PERSONAL RELATIONSHIPS

For situations involving non-discrimination and Title IX, policies and procedures in this section are superseded by Trinity Christian College Non-discrimination and Title IX Policies and Procedures, available online at www.trnty.edu.

3.17.1 Purpose. Trinity Christian College is committed to maintaining learning and work environments as free as possible from conflicts of interest, exploitation, and favoritism. Consensual personal relationships create a significant potential for harm when there is an institutional power difference between the parties involved, as in the case for example between supervisor and employee, faculty and student, or academic advisor and advisee.

Having consensual relationships with subordinates is likely to interfere with the ability of a superior to act and make decisions fairly and without favoritism. Even if the superior is able to avoid bias, other people in the work place or learning environment are likely to see themselves as being disadvantaged by the personal relationship. In addition, the damage can continue long beyond the actual time period of a relationship.

3.17.2 Policy. Employees of Trinity Christian College are expected to be aware of their professional relationships and avoid apparent or actual conflicts of interest, favoritism, or bias in their relationships. It is the policy of Trinity Christian College that the following personal, romantic, or sexual relationships are prohibited:

- A. Between a faculty member and a student, or
- B. Between a supervisor and a person under his or her supervision.

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This policy is not intended to discourage the interaction of faculty and students, and supervisors and employees, where it is appropriate and ethical. However, it is intended to clarify that romantic or sexual relationships often create situations that lead to sexual harassment, sexual misconduct, conflicts of interest, favoritism, and low morale. Therefore, any of the prohibited relationships are subject to disciplinary action.

Supervisors and administrators who are aware of inappropriate relationships must take immediate action to resolve the problem or report the matter to the appropriate member of the president's council. Supervisors have a leadership responsibility to ensure that employees do not abrogate their positions of trust or responsibility and to enforce this policy when violations occur.

3.17.3 Definitions

- A. Supervisor means anyone who oversees, directs, or evaluates the work of others including but not limited to managers, administrators, coaches, directors, deans, chairs, advisors, teaching assistants, as well as faculty members in their roles as instructors, as supervisors of their staff, and as participants in decisions affecting the careers of other faculty members.
- B. Faculty means all those charged with academic instruction including all ranks recognized as faculty under the Bylaws of Trinity Christian College, adjuncts, teaching assistants, academic advisors, coaches, and others who have a role in educating, supervising, or advising students as part of the programs of Trinity and its schools.
- C. Student means all those enrolled full-time or part-time in any program of Trinity Christian College.
- D. Personal relationship shall mean marital or other committed relationship, significant familial relationship, or consensual sexual or romantic relationship. Non-consensual situations are covered under Trinity sexual harassment policy.

3.17.4 Enforcement. Allegations, reports or other information relating to personal, romantic, or sexual relationships governed by the policy will be investigated. Supervisors, department chairs, deans, or other persons must report all allegations to the appropriate member of the president's council. If it is determined that the policy has been violated, appropriate disciplinary measures will be taken.

3.18

INTELLECTUAL PROPERTY

Approved by the Faculty Association, April 17, 2007

Approved by the Board of Trustees, May 18, 2007

Trinity Christian College supports the creation, development, and dissemination of intellectual property by its faculty members by seeking to create an environment that encourages discovery and retains for the college reasonable access to, use of, and benefit from the intellectual property for whose creation the college has provided assistance. In the case of disputes regarding the interpretation or application of intellectual property policies, the appeals process as outlined in the *Faculty Handbook* will apply.

According to the World Intellectual Property Organization," intellectual property refers to creations of the mind: inventions, literary and artistic works, and symbols, names, images, and designs used in commerce. Intellectual property is divided into two categories:

- A. Industrial property, which includes inventions (patents), trademarks, industrial designs, and geographic indications of source; and
- B. Copyright, which includes literary and artistic works such as novels, poems and plays, films, musical works, artistic works such as drawings, paintings, photographs and sculptures, and architectural designs. Rights related to copyright include those of performing artists in their performances, producers of phonograms in their recordings, and those of broadcasters in their radio and television programs."

FACULTY HANDBOOK CHAPTER 3 – PROFESSIONAL PRACTICES

3.18.1 Inventions and other designs

- A. Within the course and scope of employment. Inventions (patents), trademarks, and industrial designs conceived or reduced to practice that are within the course and scope of the faculty member's employment by the college shall be the sole and exclusive property of the college. In addition, the college shall claim a full legal right to the inventions in the following two circumstances:
1. The faculty member has voluntarily and in writing transferred the legal rights, in whole or in part, to the institution.
 2. The college has contributed to a "joint work" by contributing specialized services and facilities to the production of the work that goes beyond what is traditionally provided to faculty members generally in the preparation of their course materials. Such arrangement is to be agreed to in writing, in advance. Funds received by the faculty member and the college from the sale of intellectual property owned jointly by the faculty member and the college shall be allocated and expended in accordance with the specific agreement negotiated by the parties. In the event of multiple creators, the creators will determine the allocation of their individual shares when the work is first undertaken.

For those creations over which the college has a claim, the following procedures apply:

1. Faculty members involved in the development of intellectual property shall properly disclose to the vice president of academic affairs, within the time restrictions of U.S. patent law, the conception and/or reduction to practice of potentially legally protected inventions, trademarks, and industrial designs. The faculty members will be responsible for executing documents necessary in the course of obtaining legal protection for the intellectual property. The college or the faculty member(s) may voluntarily waive rights to the legal ownership of the creation. This waiver must be in writing.
2. When the conception or reduction to practice involves an outside sponsor, there must be an agreement which specifies and protects the interests of the faculty member, the college, and the outside sponsor in regard to ownership of any patents that result from the work. Agreements with outside sponsors must be approved by the vice president of academic affairs or designee and will include, at a minimum, clarification of ownership; identification of licensable rights, if any; and an indemnity of the college and the faculty member against damages arising from anything placed into the stream of commerce through the sponsor's efforts.
3. For those discoveries or creations owned by the college, the faculty member is expected to assist the college in such developments, including any patent application. If the college joins with the faculty member in application for a patent on a discovery or creation owned by the faculty member, it will provide special support for the process of patent application.

In the absence of an overriding agreement between the college and the creator or inventor, proceeds from creation will be distributed in the following manner:

1. The first revenue received from the publication is used to repay previously agreed upon expenses incurred by the faculty member(s) or the college in developing or protecting the creation.
2. After repayment of expenses, any proceeds from the creation will be shared equally between the college and the creator(s).

Funds the college receives from inventions (patents), trademarks, and industrial designs shall be restricted to use in the further support of research and scholarship. The vice president of academic affairs will authorize the distribution of the funds received.

- B. Outside the course and scope of employment. Inventions (patents), trademarks, and industrial designs conceived or reduced to practice that are outside the course and scope of the faculty member's employment by the college shall be the sole and exclusive property of the faculty member,

FACULTY HANDBOOK CHAPTER 3 – PROFESSIONAL PRACTICES

except as he/she may voluntarily choose to transfer such property, in full, or in part. In an agreement transferring legal rights for such inventions to a third party, faculty members are urged to seek to provide rights for the institution to use such inventions for internal instructional, educational, and administrative purposes.

Funds the college receives from inventions (patents), trademarks, and industrial designs shall be restricted to use in the further support of research and scholarship. The vice president of academic affairs will authorize the distribution of the funds received.

3.18.2 Copyrighted material. Literary and artistic works created, made, or originated by a faculty member shall be the sole and exclusive property of the faculty member, except as he/she may voluntarily choose to transfer such property, in full, or in part. In an agreement for transferring copyright for such works to a publisher, faculty authors are urged to seek to provide rights for the institution to use such works for internal instructional, educational, and administrative purposes. The college shall own copyright only in the following three circumstances:

- A. The college or university expressly directs a faculty member to create a specified work, or the work is created as a specific requirement of employment or as an assigned institutional duty.
- B. The faculty member has voluntarily and in writing transferred the copyright, in whole or in part, to the institution.
- C. The college has contributed to a "joint work" by contributing specialized services, dedicated assigned time (e.g., an assignment that is differentiated from a scholarly project), and/or facilities to production of the work that goes beyond what is traditionally provided to faculty members generally in the preparation of their course materials. Such arrangement is to be agreed to in writing, in advance. Funds received by the faculty member and the college from the sale of intellectual property owned jointly by the faculty member and the college shall be allocated and expended in accordance with the specific agreement negotiated by the parties. In the event of multiple creators, the creators will determine the allocation their individual shares when the work is first undertaken.

Material created for ordinary teaching use in the classroom and in department programs, such as syllabi, assignments, and tests, shall remain the property of the faculty author. However, the college shall be permitted to use such material, at no charge, for internal curricular, pedagogical and administrative purposes as well as external requests by accreditation agencies.

When the college produces and/or publishes the work in-house or the college owns the copyright, the revenue from the sale is first used to repay the direct and indirect expenses incurred by the college. Subsequent to the repayment of expenses, royalties will be divided equally between the college and the author.

Funds received by the college from copyrighted material shall be restricted to use in the further support of research and scholarship. The vice president of academic affairs will authorize the distribution of the funds received.

FACULTY HANDBOOK CHAPTER 4 – FACULTY DEVELOPMENT

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[September 2016]

FACULTY HANDBOOK CHAPTER 4 – FACULTY DEVELOPMENT

4.1

FACULTY DEVELOPMENT OPPORTUNITIES

4.1.1 Fall Faculty Institute. The faculty begins each academic year with an institute prior to the start of classes. The faculty development committee develops the general content of, as well as the specific agenda for, the institute. All new and returning faculty members are required to attend the institute.

4.1.2 New Faculty Formation. There are four major elements to the new faculty formation program.

August New Faculty Institute

The August Institute focuses on introducing new faculty members to Trinity and their role at the college. During this three-day institute, new faculty members hear presentations and interact with colleagues on each of the four themes of the New Faculty Formation Program:

- Trinity's mission and identity
- Teaching and student development
- Scholarship and professional development
- Service to the college and community

New Faculty Mondays

During the fall semester, new faculty members gather 7-8 times on Mondays at 10:00 a.m. to discuss issues that emerge as they begin their work at the college. In the spring semester, these meetings continue, with new faculty gathering 4 times.

May Workshop for New Faculty

During the two-week period following spring commencement, new faculty members meet to reflect in a structured way on their experiences during the first year and to dig deeper into the mission and identity of Trinity as it intersects with their own personal and professional identities.

Seasoned Faculty Mentors

During the fall semester, the director of new faculty formation meets with each new faculty member to discern issues of particular interest or concern as they plan for further development as faculty members at Trinity. Based on these issues, each new faculty member is assigned a seasoned faculty mentor, normally from outside of his/her own department or program. New faculty members meet regularly with their mentors throughout the second semester and have the opportunity for continued meetings and support during the second year.

4.1.3 Semester programs. The faculty development committee sponsors several programs that promote growth in the areas of teaching and scholarship. A schedule of planned events is published each semester and faculty members are notified of opportunities through the faculty focus listserv.

4.1.4 External funding. Faculty members are encouraged to seek external funding for projects through foundations and other external sources. Before submitting applications, faculty members should work with the vice president of academic affairs or designated academic dean, who will coordinate effects with the advancement office as appropriate.

4.2

FACULTY SCHOLARSHIP AND RESEARCH RESOURCES

4.2.1 Overview Table: Summary of Resources to Support Faculty Scholarship and Research. *Specific application information and application deadlines for these programs can be found on the Trollweb under "Academic Affairs Office."*

FACULTY HANDBOOK CHAPTER 4 – FACULTY DEVELOPMENT

Program Name	What is offered	Who is eligible
Funding for professional growth opportunities	Full or partial funding to attend conferences and workshops, confer with colleagues at other institutions, or invite a colleague to Trinity's campus. Costs will be funded according to the following order of priority: registration, travel, lodging, and meals. Requests will be processed as they are submitted.	All faculty members with half-time or greater appointments at the rank of assistant, associate, or full professor.
Sabbatical Leave	Semester at full pay or year at half salary. After six years of full-time teaching.	Full-time faculty members.
Semester Research Fellowship	A course release for research, a maximum of one each semester. May include reduction in teaching load for maximum of two consecutive years.	Tenure-track, full-time faculty members who have a terminal degree and a record of quality scholarship.
Summer Research Grant	Funding for new or ongoing scholarly research, consistent with Trinity's mission statement. (Not for graduate study.)	All faculty members with half-time or greater appointments at the rank of assistant, associate, or full professor.
Collaborative Initiative Grant	Funding for short times of intensive, collaborative, cross-discipline work on projects consistent with Trinity's mission statement.	All faculty members with half-time or greater appointments at the rank of assistant, associate, or full professor.

4.2.2 Funding for professional growth opportunities. The academic affairs office maintains a fund that faculty members may use to enhance professional growth. Funded professional growth opportunities typically involve interaction with other professionals in the broader academy. This includes but is not limited to attending and presenting at conferences and workshops, conferring with colleagues at other institutions, or inviting a colleague to Trinity's campus. A certain amount of flexibility in the use of these funds is assumed, depending on the discipline and specific professional growth opportunity. These funds are not intended to support course work toward a degree. Faculty members with a half-time or greater position are eligible to apply for funds.

4.2.2.1 Application procedures and process

- A. Pre-approval. Faculty members requesting college funds for professional growth opportunities must submit an application for funding, which is available online, and be approved before submitting any expense voucher for any payments.

Insofar as resources are available, the college will support scholarly endeavors by the faculty. For those who plan to attend a conference, priority will be given to faculty members who make presentations, are serving in a leadership capacity, or are representing the college in an official capacity.

Faculty members who request any other type of professional development funds should submit this request form with accompanying explanation of the purpose and use of funds.

Costs will be funded according to the following order of priority: registration, travel, lodging, and meals. Requests will be processed as they are submitted. The faculty development committee may set a cap on the total amount of funding available to a faculty member in a given budget year.

- B. Reimbursement of approved expenses. Expense forms are available from the business office or online and all expenses with receipts should be listed on these forms prior to payment. College issued credit cards are not to be used for professional development expenses.

4.2.3 College-funded research opportunities

4.2.3.1 Sabbatical leave

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- A. Description of program. Sabbatical leave may be granted to any full-time member of the faculty for research or graduate study. Application for a sabbatical is made to the faculty development committee through the vice president of academic affairs or designated academic dean. The vice president of academic affairs and president recommend approval or disapproval to the academic affairs committee, whose decision requires endorsement by the board of trustees. Applicants should bear in mind that the number approved each year by the vice president of academic affairs, president, and board of trustees depends on the nature of the proposed projects, the quality of applicants' professional work (teaching, scholarship, college and community services), and the total budget outlook, rather than any system of quotas or automatic eligibility.

Non-cumulative eligibility for leave of one-half of the academic year on full salary, or a full academic year on half salary, accrues after six years of full-time teaching at the college. It is understood that the faculty member will remain with the college at least one academic year following the completion of the sabbatical leave.

A faculty member on sabbatical leave is not permitted to work for additional remuneration without consent of the vice president of academic affairs and the president of the college. Exceptions are made for faculty who are participating in the Fulbright program. Sabbatical leave is considered full-time employment for group insurance benefits and counts towards service credit.

Sabbatical leave for the fall semester begins on August 16 and concludes after the break at Christmas. Sabbatical leave for the spring semester begins with the start of term and concludes at the end of the two-week period following spring semester exams. Therefore, faculty members on sabbatical during either semester are eligible for summer research grant and collaborative initiative grant opportunities.

- B. Application procedures and process. An application must include preliminary information (e.g., name, rank, and number of years of service, semester of request), an abstract, and a project proposal. Project proposals should contain background information (prior related work done in this area; how the research fits into overall research plans), a description of the project (purpose and focus of project, research methodology, timeline for completion, contribution to scholarship, how it fits the mission of the college), and dissemination channels (plans for publication or presentation of results). An application form detailing these requirements is available on the Trollweb under "Academic Affairs Office." Applications are due in early to mid-November, with specific dates publicized each year.

The faculty development committee submits a recommendation with rationale to the vice president of academic affairs in early December. The vice president of academic affairs and the president confer, and the vice president of academic affairs sends notification of intent to recommend or notification of intent not to recommend, with written rationale to the faculty member. Final approval is made by the academic affairs committee and board at the February board meeting.

- C. Evaluation criteria. The following criteria are used by the faculty development committee in formulating their recommendations to the vice president of academic affairs:

1. Primary criteria

- a. Meets proposal format for preliminary information, abstract, and project proposal.
- b. Significance of the proposed project's contribution to scholarship, as evident in the proposal.
- c. Quality of proposal as presented in the application.
 - 1) Background information indicates that applicant is prepared to complete the project.
 - 2) Description allows for complete understanding of proposal.
 - 3) Dissemination is appropriate for the type of project.
- d. Likelihood that project design allows for completion.
- e. Years of service since the last sabbatical or beginning of appointment at TCC.

2. Secondary criteria

- a. Preference for non-degree study.

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- b. Preference for those proposals which include outside funding or a full-year term, thereby making available a sabbatical for another faculty member.
 - c. Professional rank.
- D. Responsibilities. Publications or presentations that result from a sabbatical release should acknowledge support from the college. Faculty members receiving a sabbatical release are expected to provide a summary of activities as requested by the vice president of academic affairs or designated academic dean at the completion of the release term, which will be shared with the faculty development committee and academic affairs committee of the board of trustees, and to present results of their work to the faculty.
- E. Miscellaneous
 - 1. Insurance during sabbatical: The first year of sabbatical leave is considered full-time employment for group insurance benefits. In the event a second year of sabbatical leave is requested, it will be considered a sabbatical leave of absence without pay. Insurance benefits during sabbatical leave are subject to the following:
 - a. Health/Dental insurance coverage will continue during the first and, if approved, second year of sabbatical. The college will continue to cover the cost of individual insurance for the faculty member. Premiums for dependents will be the responsibility of the faculty member at a cost equal to the current premium being paid by employees for dependent coverage.
 - b. Life and Disability insurance may be continued during the first and second year of sabbatical; however, the following conditions must be met for life and disability insurance to remain in effect:
 - 1) The sabbatical must be work related, not for personal use or mission work, and must be approved by the board of trustees.
 - 2) For most cases, the sabbatical must be within the United States. Coverage may be granted for outside the U.S. only with the approval of the insurance company. The college will seek continuation of life insurance coverage by means of an administrative letter with the insurance company. This approval process must be coordinated through the human resources department in conjunction with the vice president for finance and administration.
 - 3) Disability insurance coverage could continue during any portion of sabbatical leave in which the faculty member is being paid. The amount of disability coverage will be based upon the amount of monthly salary being paid at the time of the leave (e.g., one-half pay, or full-pay). Disability insurance coverage will not continue during any unpaid leave.
 - 2. The college reserves the right to temporarily reassign faculty office space of faculty members for whom sabbatical research takes them away from campus for one semester or longer.

All requests for sabbatical leave and leaves of absence without pay must be made through the academic affairs office in accordance with the *Faculty Handbook*.

4.2.3.2 Semester research fellowships

- A. Description of program. The semester research fellowship program grants faculty members a reduction in their teaching load to work on scholarly activities. The program is intended to promote and encourage faculty scholarship that arises out of current and/or on-going scholarly activities or opportunity to collaborate with other researchers or institutions.
- Tenure-track, full-time faculty members who have terminal degrees and have a record of quality scholarship are eligible. Applicants must have the endorsement of their department chair in order to be eligible for consideration.

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Faculty members in the dissertation stage of a terminal degree are not eligible to apply for a semester fellowship. Since the needs and situation of someone at the dissertation stage vary, faculty members are encouraged to propose a plan for how the college can support completion of the dissertation. This plan should be developed in consultation with the vice president of academic affairs, who will consider and act on such requests.

- B. Application procedures and process. This program is meant to help faculty members be opportunistic in their scholarship. Therefore, faculty members may submit applications at any time. Since course schedules are determined well in advance of the start of each semester, faculty members are encouraged to apply as soon as the research opportunity arises. Applications must include a current vita and a brief description which includes the purpose for the request (goals for proposed activity, the genesis of the project, a full description of the project, rationale for the request of a semester or year), the impact of this fellowship on courses offered, and a statement that the faculty member will not accept other employment or remuneration without the consent of the college. An application form detailing these requirements is available on the Trollweb under "Academic Affairs." Applications are to be submitted to the vice president of academic affairs for review and consideration.
- C. Evaluation criteria. Quality of the project, the nature of the opportunity, and the scholarship track record of the faculty member are the primary criteria. When applications are deemed equal in those aspects, consideration will be given to the amount of time since any previous semester research fellowship.
- D. Responsibilities. Faculty members who receive a reduction in their teaching load are still eligible for summer research and collaborative initiative grants. They are expected to continue teaching at Trinity for at least one year after the grant year. Publications or presentations that result from the semester research fellowship should acknowledge support from the college.

4.2.3.3 Summer research grants

- A. Description of program. The summer research grant program is designed to support faculty in maintaining an agenda of scholarly research. These grants are intended for new or ongoing scholarly research, consistent with Trinity's mission statement, not for graduate study. Applicants must hold a half-time or greater appointment at the rank of assistant, associate, or full professor.
- B. Application procedures and process. Applications must include an abbreviated vita and a proposal consisting of a title page, a one-paragraph popular abstract, the period of time requested for research, a narrative description of the proposed research, an indication of the significance of the research in the context of the broader discipline, the expected results of the project, and an explanation of the qualifications that will enable the applicant to complete the project successfully. If the applicant has received support from Trinity for a related project within the previous two years, the application must also include a summary of the progress that was made and the results that have been published¹.

An application form detailing requirements is available on the Trollweb under "Academic Affairs." Applications are due near the start of the spring semester, with specific dates publicized each year.

- C. Evaluation criteria. The faculty development committee will decide which applicants will receive summer grants, subject to available funding. Their decision will be based on the following criteria:
 - 1. Primary criteria
 - a. The quality of the proposal, including overall organization, clarity, and thoroughness.
 - b. The probability that the immediate goals of the research will be completed in the time period. The proposal need not be the final completion of a longer research project.
 - c. The likelihood that the ultimate results of the project, short-term or as part of a long-term project, will be available for publication.
 - d. If the faculty member has received previous summer research grants, progress toward publication of those projects.

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2. Secondary criteria: If two proposals are judged to be of equal merit according to the primary criteria, these additional criteria will be used:
 - a. Reasonable equity in the distribution of grants over the years. Preference will be given to those who have not recently received a summer research grant.
 - b. The potential for new opportunities or outside grants/fellowships for the faculty member.
 - c. Cost. Proposals for partial funding are encouraged.
- D. Evaluation criteria. The faculty development committee will recommend which project will receive summer grants, subject to available funding, according to the following criteria:
 1. The fit with the mission of the college,
 2. The clarity, organization, and promise of the proposal for intensive, collaborative work especially between disciplines,
 3. The ability of the project to address one or more of the emphases listed above, and
 4. The project's capability of affecting other teaching or scholarship.

If two proposals are judged to be of equal merit according to these criteria, preference will be given to those applicants who have not recently received a collaborative initiative grant.
- E. Responsibilities. A report on the status of the summer project will be due to the vice president of academic affairs or designated academic dean and the faculty development committee around October 1 of the following school year.

4.2.4 Individual Memberships for Professional Organizations. Faculty development funds are intended to be used primarily for attendance at professional conferences and not to be used to fund individual memberships for professional organizations. Exceptions may be made if the cost of a professional conference is less expensive overall through becoming a member and registering for the conference at the member rate or if becoming a member is necessary for conference participation. These exceptions are to be discussed with the vice president of academic affairs or designated academic dean prior to approval for reimbursement.

4.2.5 Publication Costs. The college does not customarily provide funds for costs associated with publication of scholarly work. It is normally the responsibility of the individual faculty member to pay these costs or individual membership fees associated with such publication costs. However, the college will consider providing funds for publication in peer-reviewed outlets if these costs are required and no other appropriate venue is available to publish the work free of charge. It is understood that these publications, if supported by the college, will not result in royalties or such royalties will be used to pay the college's publication costs.

Process

1. Requests will be made via the online faculty development request form. Requests for publication funding should be noted under "Other."
2. Funding for such publications will come out of the faculty development budget. The pool of funds that will be used is the same pool that supports conference presentations and other scholarly research requests.

¹ *Published* and *Publication* are used broadly to mean scholarly publication, exhibition, public presentation, or other scholarly means of presenting the results of the scholarship.

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4.3

TENURE LECTURE EXPECTATIONS

(Approved change ?)

The purpose of the tenure lecture is to celebrate the college's affirmation of the faculty member's mature Christian perspective as a scholar, a teacher, and a member of our academic community. The tenure lecture is analogous to the European university tradition of the "inaugural lecture," presented by mature scholar-teachers who have reached the status of full professor. In this public event, the tenured faculty member articulates, in a manner accessible to a cross-disciplinary audience of colleagues, students, and guests, one's stance within one's professional academic discipline, with particular attention to how one's Christian identity and formation contribute to that stance. In response to the college's declaration of confidence in the faculty member as expressed in the granting of indefinite tenure, the faculty member publicly presents the nature, disciplinary sources, and significance of one's scholarly work thus far and anticipates the directions in which that work will develop in the future.

Lecture Details

- Tenure lectures are 30-40 minutes in duration, with at least 20 minutes allowed for discussion within the hour-long event.
- Faculty are expected to submit a tenure lecture paper (or other appropriate submission based on one's discipline - see handbook for details) to the Vice Presidents of Academic Affairs Office by the end of the academic year when the lecture was given.
- Faculty members are welcome to invite family and students to the lecture celebration.

Lecture Expectations

- Two months prior to the scheduled lecture the faculty member will submit a title, 100-word abstract, and outline of the lecture to the Faculty Development Committee. Supportive feedback is provided to the faculty member at least one month prior to the lecture.
- The following prompts should be addressed in the abstract, outline, and lecture:
 - Where do you locate yourself within your professional academic discipline? (Aligned with schools of thought, perspectives, etc.)
 - How has your Christian identity and reformed Christian formation contributed to this location?
 - What distinguishes you as a Christian from others in your discipline? How does your approach to your discipline differ from others? What is unique about a reformed Christian perspective on your discipline?
 - What can you offer as a Christian scholar as you speak into your discipline? How has your scholarly work articulated your location to this point in your tenure and how will you continue to do this in the future?

4.4

TRAVEL ABROAD FOR FACULTY DEVELOPMENT OPPORTUNITIES

Faculty members who are planning to travel abroad for funded faculty development opportunities must communicate their travel destination to the vice president of academic affairs or designated academic dean at least three months in advance of their departure. This is necessary to ensure adequate insurance coverage for the faculty member while traveling abroad. College funding for these opportunities must be secured through the appropriate processes and approvals. See 4.2.2 and 4.2.3.

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[September 2016]

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List of benefits

Eligible employees at Trinity Christian College are provided a wide range of benefits. A number of the programs (such as social security, workers' compensation, state disability, and unemployment insurance) cover all employees as prescribed by law.

Benefit eligibility is dependent upon a variety of factors, including employee classification and category. The human resource office is able to provide additional information regarding the programs for which you are eligible. Details of many of these programs can be found elsewhere in the *Faculty Handbook*.

The following benefit programs are available to eligible employees:

- Auto mileage (section 6.22)
- Educational financial assistance (sections 5.11, 5.12, and 5.13)
- Family and medical leave (FMLA) (section 5.3)
- Flexible spending account (FSA) (section 5.8)
- Free use of the Fitness Center (limited to employees only; must present employee ID)
- Free use of the interlibrary I-Share network (www.trnty.edu/ss/borrowing.html)
- Free admission to most College home athletic events, subject to conference rules (includes spouse and children; must present employee ID)
- Free campus parking
- Health and dental insurance (section 5.4.1)
- Holidays (section 6.10)
- Jury duty leave (section 6.16)
- Life insurance (section 5.4.2)
- Long-term disability (section 5.6)
- Maternity Leave (section 5.7)
- Military Leave (section 6.30)
- Reduced rates for meals in the cafeteria (limited to employees only; must present employee ID)
- Relocation assistance (section 5.15)
- Retirement plan (section 5.10)
- Short-term disability (section 5.5)
- Supplemental voluntary life insurance (section 5.4.2)
- Travel allowances (section 5.16 and 6.22)
- Voluntary vision insurance (Contact Human Resources for details.)
- Witness duty leave (section 6.17)
- Workers' compensation (section 6.14)

Some benefit programs require contributions from employees, but most are fully paid by Trinity Christian College.

FACULTY HANDBOOK CHAPTER 5 – FACULTY BENEFITS

5.1

FACULTY COMPENSATION AND SALARY

5.1.1 Salary schedule. Faculty salaries are based on four (4) elements: the base, experience, education, and rank. The base salary is established as the minimum salary for a faculty member at the rank of instructor, with appropriate graduate degree, without experience. Each year of college teaching experience or its equivalent shall be remunerated at a percentage of the base, up to a number of years set by the board of trustees. Other professional experience shall be evaluated and prorated by the vice president of academic affairs according to the policies established in Chapter 2. A copy of the salary scale is available from the academic affairs office.

Faculty members who complete all the requirements for a terminal degree or to be officially declared doctoral candidates by the institution from which they will receive the terminal degree are eligible for an immediate increase in the education portion of the salary, which is prorated for the remainder of the contract or appointment period. In order to be eligible for the increase, faculty members must submit to the vice president of academic affairs a written statement on university letterhead that is signed by the dissertation committee chair or department chair.

5.1.2 Overload. If a faculty member teaches an overload, then he/she will receive compensation for the additional work at the established college adjunct rate, including an additional stipend for large classes over 35 students. Faculty members who teach in departments that have specialized adjunct rates (e.g., nursing, music) will receive the established department adjunct rate. However, unlike adjuncts, faculty members will not receive the stipend for travel of over 30 miles one way.

5.1.3 Salary for reduced load appointments. The salary for reduced load is based on four (4) elements: the base, experience, education, and rank, in the same manner as with full-time appointments. A faculty member accrues one (1) year of experience for each year worked, even if it is on a reduced load. The salary for a reduced load is calculated as a percentage of the entire salary. It is determined based on the appointment and actual amount of teaching. For example, a faculty member who has a 50% appointment will receive 50% of the full salary for the appropriate experience, education, and rank.

5.1.4 Salary schedule for extended contracts. The typical faculty contract of about nine (9) months begins August 16 and ends after commencement in May when a faculty member provides final semester grades to the registrar's office. Faculty members are not expected to be on campus for college designated holidays (e.g., Christmas) or on academic calendar breaks (e.g., Reading Day, spring vacation) but may work during those times at Trinity if desired.

Certain faculty positions that carry administrative responsibilities include appointments during the summer. This additional time is to be devoted to assigned administrative responsibilities. Faculty members who have an extended appointment, most often for an administrative assignment, are expected to check email, voicemail, and with the department's administrative assistant on a regular basis during extended academic vacations, such as Christmas vacation and spring break. Such work may require some follow up. Faculty members on an extended contract are expected to work the additional time during the summer after second semester final grades have been provided to the registrar's office. Thus, a faculty member who has a 10 (ten) month contract is expected to work four (4) weeks during the summer, and a faculty member who has an 11 (eleven) month contract is expected to work eight (8) weeks during the summer. The work must focus on administrative work or other specified assignment, rather than course preparation, reading, or research.

At the beginning of the summer, faculty members with an extended contract should submit to their immediate supervisor a written list of the dates that they will work and be on vacation. This will give the supervisor information on when the faculty member is expected to be at work or is on vacation. If vacation time is taken at other times during the year, the dates should be submitted in advance to the supervisor as well.

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At the end of the summer, faculty members with an extended contract must provide a written report to the vice president of academic affairs that describes the days worked and tasks accomplished. Faculty members who have an extended contract do not earn vacation or sick days.

For faculty members who have additional assigned administrative work for four (4) weeks during the summer, the nine (9) month academic year salary will be increased by 11%. For faculty members who have additional assigned administrative work for eight (8) weeks during the summer, the nine (9) month academic year salary will be increased by 22%. Other extended contracts will be calculated on a similar basis.

5.2

SUMMER SCHOOL TEACHING

Approved June 27, 1997

Modified June 2004, 2005

For summer school teaching in regularly scheduled courses, the faculty member will be paid according to the regular pay schedule for part-time faculty, provided there are at least five (5) students enrolled in the course at regular summer school tuition rates. If enrollment drops below five (5) students, the instructor will be paid on a pro-rated basis according to the number of students (1-4) enrolled, equal to 50% of summer tuition revenue.

This policy applies only to regularly scheduled summer courses and does not pertain to field education or internship supervision, arranged courses, or independent study. Approval and coordination of these courses must be done in conjunction with the vice president of academic affairs or designated academic dean.

5.3

FAMILY AND MEDICAL LEAVE (FMLA)

All faculty members who have worked at least a half-time appointment in the previous twelve (12) month period are eligible for unpaid leave, in accordance with the Family Medical Leave Act. Eligibility for such leave will be calculated on a rolling basis taking into consideration the twelve (12) months immediately preceding the date of request for the leave to begin. FMLA is available for:

- A. Birth of the employee's child, adoption, or foster care placement of a child with the employee; or
- B. Care for a spouse, child, or parent who has a serious health condition, is incapable of self-care and needs the assistance of someone in carrying out daily living activities; or
- C. An employee's serious health condition which renders him/her unable to perform the essential functions of his/her job.

FMLA applies to the time period from August 16 through the date in May on which final semester grades are due to the registrar's office, inclusive of breaks (e.g., Christmas, Reading Day) during that time. FMLA does not apply to the summer months, between the date in May on which final semester grades are due and the next August 16. If part of the reason for an absence occurs during the summer months faculty members are not expected to be on campus, faculty members remain eligible for the twelve (12) weeks of unpaid leave in a twelve (12) month period. The same policy applies to faculty members who have an extended appointment. For example, if a faculty member has a ten (10) month appointment, then FMLA applies to the month during the summer when that faculty member would have worked.

No FMLA leave for the birth of a child or the placement of an adopted or foster child can be taken more than twelve (12) months after the date of birth or placement. If an employee and the employee's spouse both work for the college, they are each entitled to twelve (12) weeks of FMLA leave in the case of the birth, or placement of a child for adoption or foster care, or to care for a parent.

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A serious health condition is an illness or injury that involves inpatient care in a hospital, hospice, or other medical facility, or continuing treatment by a health care provider. It does not include minor illnesses which require absences of three (3) days or less or medically unnecessary, voluntary, or cosmetic treatments.

When the need for FMLA is foreseeable, the faculty member must provide thirty (30) days written notice; when it is not foreseeable, as much notice as practicable must be provided. Faculty members must provide a completed written request for FMLA leave on the form required by the college. If the leave is due to the employee's own health condition or the health of a family member, written certification from a health care provider on the form provided by the college is required. In the case of pregnancy, please inform the department chair or supervisor as soon as possible of the date of the anticipated leave. For faculty giving birth, paid maternity leave benefits may be taken as part of the approved leave.

FMLA leave may be available on an intermittent or reduced schedule basis, if medically required. Medical certification for intermittent or reduced schedule leave must be provided. In such cases, the college may require the faculty member to transfer temporarily to another position with equivalent pay and benefits, which better accommodates the recurring leave. The employee must attempt to schedule any medical treatments in a manner that does not unduly disrupt college operations.

While on approved leave of absence, the employee will remain at the same rank held before commencement of the leave.

The college will require written certification from a health care provider of the need for FMLA leave (use the Certification of Health Care Provider form). At its expense, the college may require the faculty member to obtain a second opinion from a health care provider of its choice. If the first and second opinions conflict, the college may require the employee to obtain a third opinion from a provider mutually chosen by the employee and the college, again at the college's expense. The third opinion will be binding on both the employee and the college.

During the period of leave, if the employee participates in the group health insurance plan, he/she will continue to receive coverage on the same basis as if he/she were actively at work. During the FMLA leave period, the college and the employee must continue to pay their usual respective portions of the group health insurance premium. If the terms of the college's group insurance plan change during the period of leave, the same co-payment and coverage provisions which apply to other employees will also apply to the faculty member. If the faculty member does not return to work after the FMLA leave, he/she will be required to reimburse the college for any health insurance premiums paid on his/her behalf, except when the employee is unable to return because of a continuation of the serious health condition or in extenuating circumstances beyond his/her control. At the end of any leave for a serious health condition, the employee must provide medical certification of his/her fitness to return to work. Failure to provide periodic status reports, the required medical certification, or to return to work immediately upon the expiration of a FMLA leave may result in termination of employment.

Upon return to work, the faculty member will be returned to the position held immediately before the leave, or to an equivalent position with equal benefits, pay, and other terms and conditions of employment, in accordance with federal law. If the position is eliminated during the FMLA leave, the policies outlined in the *Faculty Handbook* will be followed.

FMLA leave taken because of the faculty member's own serious health condition may be extended under certain circumstances, if approved. If the faculty member cannot return to work at the end of his/her leave, he/she must contact his/her supervisor and/or the human resources office to see if he/she may be eligible for extended leave. Medical certification of the need for extended leave may be required. Please understand that reinstatement from an extended leave of absence (beyond twelve (12) weeks of FMLA leave) is not guaranteed and will depend upon the availability of a vacancy for which the faculty member is qualified.

FMLA benefits will be coordinated with Short Term Disability benefits. Please direct any questions regarding leaves of absence to the human resources office.

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5.4

BENEFITS

5.4.1 Health insurance. The health insurance plan of Trinity Christian College provides eligible employees and their dependents access to medical and dental insurance benefits.

Eligible employees who participate in the health insurance plan are subject to all terms and conditions of the agreement between Trinity Christian College and the insurance carrier.

A change in employment classification that would result in loss of eligibility to participate in the health insurance plan may qualify an employee for benefits continuation under the Consolidated Omnibus Budget Reconciliation Act (COBRA).

Details of the health insurance plan are described in the Summary Plan Description (SPD) available in the human resources office. Information on coverage and costs will be provided in advance of enrollment to eligible employees. Contact the human resources office for more information about health insurance benefits.

5.4.2 Life insurance. Life insurance offers the employee and his/her family important financial protection. Trinity Christian College provides a basic life insurance plan for eligible employees. Additional supplemental and/or dependent life insurance coverage may also be purchased.

Accidental Death and Dismemberment (AD&D) insurance provides protection in cases of serious injury or death resulting from an accident. AD&D insurance coverage is provided as part of the basic life insurance plan.

Eligible employees may participate in the life insurance plan subject to all terms and conditions of the agreement between Trinity Christian College and the insurance carrier. Details of the basic life insurance plan including benefit amounts are described in the SPD. Contact the human resources office for more information about life insurance benefits.

5.4.3 Consolidated Omnibus Budget Reconciliation Act (COBRA). The federal law (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under the health plan of Trinity Christian College when a "qualifying event" would normally result in the loss of eligibility. Some common qualifying events are resignation, termination of employment, death of an employee, a reduction in an employee's hours or a leave of absence, the divorce or legal separation of an employee, or a dependent child no longer meeting eligibility requirements.

Under COBRA, the employee or beneficiary pays the full cost of coverage at the group rate of Trinity Christian College plus an administrative fee. Contact the human resources office for more information about COBRA benefits.

5.5

SHORT TERM DISABILITY (STD)

Trinity Christian College provides a self-funded STD benefit to eligible faculty members who are unable to work because of a non-work related illness or injury requiring ongoing physician care. The intent of this policy is to provide some income protection for faculty members during the six (6) month waiting period for long term disability (LTD). Remember that faculty members do not accrue vacation or sick days.

All faculty members who hold at least a three-quarter time position are eligible to participate in the STD plan. Eligibility begins on the first day of the month following two (2) years of employment.

There are two (2) levels of STD benefit: for faculty members *with less than twenty (20) consecutive years of service* and for faculty members who have been employed at Trinity *for twenty (20) consecutive years or longer*.

- A. For eligible faculty members in the first category, those who are in their first twenty (20) years of employment, the first two (2) months of STD will provide full-pay and the following four (4) months will be at half-pay. The long term disability insurance plan of Trinity Christian College may

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provide benefits to those who hold at least a three-quarter time position in the event of a disability beyond six (6) months.

The two (2) month period of full-pay for STD benefits is the first two (2) months of the six (6) month period. A faculty member who is unable to work because of a non-work related illness or injury requiring ongoing physician care for a period in excess of two (2) months will be eligible for up to four (4) months of STD benefits at 50% of the faculty member's regular wage. The regular wage does not include extra compensation (e.g., overloads, First Year Forum). The STD benefit will end upon the end of disability, the return to work date, or the end of the sixth (6th) month period, whichever is first. STD benefits end at the conclusion of the six (6) month period following the beginning date of the disability whether or not LTD is available.

A faculty member is limited to a maximum of one (1) two-month period of full-pay in a twenty-four (24) consecutive month period of time. A faculty member is limited to four (4) months of half-pay in a twenty-four (24) consecutive month period of time. The twenty-four (24) month period starts when a faculty member first utilizes STD and extends for the next consecutive twenty-four (24) months.

Both the 100% STD benefit and the 50% STD benefit are subject to normal tax withholding.

Example #1: A faculty member in the first twenty (20) consecutive years of employment at Trinity experiences a STD that extends for five (5) months, starting in November 15, 2006. This starts the twenty-four (24) month STD period, which will end November 14, 2008. The first two (2) months are at 100% pay and the remaining three (3) months are at 50% pay. He/she is eligible for one (1) more month of STD half-pay in that twenty-four (24) month period. After that period, he/she does not receive any STD pay and may be eligible for LTD.

Example #2: A faculty member in the first twenty (20) consecutive years of employment at Trinity experiences a STD that extends for the rest of the semester, starting in February 1, 2006. This starts the twenty-four (24) month STD period, which will end January 31, 2008. He/she uses two (2) months of full-time pay (February and March) and one and one-half (1½) months of half-time pay (April and half of May). He/she is eligible for two and one-half (2½) additional months of STD half-pay in that twenty-four (24) month period. The following year, within the twenty-four (24) month period, the faculty member experiences another STD that extends for three (3) months. For the first two and one-half (2½) months, he/she receives half-pay. After that period, he/she does not receive any STD pay and may be eligible for LTD.

Example #3: A faculty member in the first twenty (20) consecutive years of employment at Trinity experiences a disability on October 1, 2006 that extends for eight (8) months, essentially for the rest of the academic year. This starts the twenty-four (24) month STD period, which will end September 30, 2008. The first two (2) months are at 100% pay and the next four (4) months are at 50% pay, for a total of six (6) months of STD. Since the STD ends at the end of the sixth (6th) month, faculty members with at least a three-quarter time position may then be eligible for LTD.

- B. For eligible faculty members in the second group, those who have been employed at Trinity for at least twenty (20) years, the first four (4) months of STD will provide full-pay and the following two (2) months will be at half-pay. The long term disability insurance plan of Trinity Christian College may provide benefits to those who hold at least a three-quarter time position in the event of a disability beyond six (6) months.

The four (4) month period of full-pay for STD benefits is the first four (4) months of the six (6) month period. A faculty member who is unable to work because of a non-work related illness or injury requiring ongoing physician care for a period in excess of four (4) months will be eligible for up to two (2) months of STD benefits at 50% of the faculty member's regular wage. The regular wage does not include extra compensation (e.g., overloads, First Year Forum). The STD benefit will end upon the end of disability, the return to work date, or the end of the six (6) month period, whichever is first. STD benefits end at the conclusion of the six (6) month period following the beginning date of the disability whether or not LTD is available.

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A faculty member is limited to a maximum of one (1) four-month period of full-pay in a twenty-four (24) consecutive month period of time. A faculty member is limited to two (2) months of half-pay in a twenty-four (24) consecutive month period of time. The twenty-four (24) month period starts when a faculty member first utilizes STD and extends for the next consecutive twenty-four (24) months.

The twenty-four (24) month period begins on the first day of leave. The amount of full-pay and half-pay is based on the years of service at the time of the request.

Both the 100% STD benefit and the 50% STD benefit are subject to normal tax withholding.

Example #1: A faculty member who has at least twenty (20) consecutive years of employment at Trinity experiences a STD that extends for five (5) months, starting in November 15, 2006. This starts the twenty-four (24) month STD period, which will end November 14, 2008. The first four (4) months are at 100% pay and the remaining month is at 50% pay. He/she is eligible for one (1) more month of STD half-pay in that twenty-four (24) month period. After that month, he/she does not receive any STD pay and may be eligible for LTD.

Example #2: A faculty member who has at least twenty (20) consecutive years of employment at Trinity experiences a STD that extends for the rest of the semester (or three and one-half (3½) months), starting in February 1, 2006. This starts the twenty-four (24) month STD period, which will end January 31, 2008. The entire three and one-half (3½) months are at full-pay. He/she is eligible for one-half (½) additional month of STD full-pay and two (2) months of STD half-pay in that twenty-four (24) month period. The following year, within the twenty-four (24) month period, the faculty member experiences another STD that extends for three (3) months. For the first one-half (½) month, he/she receives full-pay and then half-pay for two (2) months. After that time, he/she does not receive any STD pay and may be eligible for LTD.

Example #3: A faculty member with at least twenty (20) consecutive years of employment at Trinity experiences a disability on October 1, 2006 that extends for eight (8) months, essentially for the rest of the academic year. This starts the twenty-four (24) month STD period, which will end in September 30, 2008. The first four (4) months are at 100% pay and the next two (2) months are at 50% pay, for a total of six (6) months of STD. Since the STD ends at the end of the sixth month, faculty members with at least a three-quarter time position may then be eligible for LTD.

5.5.1 Application and certification for all faculty members. During each semester if an absence extends longer than any ten (10) non-holiday, business days, the faculty member must submit a physician's statement of illness or injury that indicates both the diagnosis and prognosis for the illness or injury (use the Certification of Health Care Provider form). In addition, Trinity reserves the right to require medical documentation when Trinity determines that the medical documentation is necessary. Failure to submit the requested medical documentation may result in denial of the STD benefit, the absence being considered unapproved and the days unpaid. In addition, refusal to provide the required documentation will be considered insubordination and could result in discipline up to and including termination.

Faculty members receive full-pay for the ten (10) non-holiday, business days of absence during each semester. However, if STD is required after the ten (10) non-holiday, business days of absence in a semester, then the STD starts at the first date of the absence. If a faculty member is determined to not qualify for STD benefits, any absences exceeding ten (10) non-holiday, business days in a semester shall be unpaid.

Example #1: During a semester, a full-time faculty member is absent Monday through Friday of one (1) week, then again three (3) separate days during the same semester; he/she has been absent for eight (8) days and, thus, is not required to submit a physician's statement.

Example #2: During a semester, a full-time faculty member is absent Monday through Friday of one (1) week, then again seven (7) separate days during that same semester; after the tenth (10th) day of absence, he/she is required to submit a physician's statement of illness or injury that indicates both the

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diagnosis and prognosis for the illness or injury.

Disabilities covered by workers' compensation are excluded from STD coverage. Trinity Christian College has the exclusive right to determine whether a faculty member meets the eligibility criteria for benefits under this policy. Disabilities arising from pregnancy or pregnancy-related conditions are treated the same as any other illness that prevents a faculty member from working. All instances of STD benefits will be coordinated with the FMLA Leave of Absence Policy.

If a faculty member's STD is approved, it will be effective with the first date of disability.

Before returning to work, the faculty member is required to submit medical certification of fitness to return to work. Trinity reserves the right to obtain an independent medical certification of fitness to return to work before the faculty member returns to work.

5.5.2 Reappointment for all faculty members. If the deadline for notification of non-reappointment for a contract falls within a STD period, including the sixty (60) day waiting period, or within thirty (30) days after the end of the STD, or if the faculty member returns from STD less than four (4) weeks before the non-renewal date for a contract, then the non-renewal date will be extended to sixty (60) days after the faculty member returns to work.

While on STD, if the faculty member participates in the group health insurance plan, then the faculty member will continue to receive coverage on the same basis as if the faculty member was actively at work. During the STD period, the faculty member must continue to pay his/her usual respective portion of the group health insurance premium. If the terms of the college's group insurance plan change during the period of STD, the same co-payment and coverage provisions which apply to other faculty members will also apply to the faculty member. Contact the human resources office for more information about STD benefits.

5.6

LONG TERM DISABILITY (LTD)

Trinity Christian College provides a long term disability (LTD) benefits plan at no cost to faculty members who hold at least a three-quarter time position in order to help them cope with an illness or injury that results in a long term absence from employment. Provided that the faculty member properly enrolls in the program, the LTD insurance becomes effective on the first day of the month following the month in which the employee begins eligible service.

Benefits are provided according to Trinity's insurance policy. Eligible faculty members may participate in the LTD plan subject to all terms and conditions of the agreement between Trinity Christian College and the insurance carrier. LTD benefits are offset with amounts received under social security or workers' compensation for the same time period. Details of the LTD benefits plan, including benefit amounts and limitations and restrictions, are described in the Summary Plan Description that is available from the human resources office. Contact the human resources office for more information about LTD benefits.

5.7

MATERNITY LEAVE

Faculty members with at least a half-time appointment who give birth are eligible for paid maternity leave for up to six (6) weeks of paid leave. Faculty members must submit an application form to the academic affairs office at least three (3) months prior to the due date of the child. Maternity leave available under this policy may begin as early as two (2) weeks before the due date or upon the date of birth of the child, and concludes six (6) weeks after the first day of maternity leave. Once the maternity leave starts, it proceeds for the next six (6) weeks without interruption. If the date of birth is during the summer months, then the start of the maternity leave is the birth date of the child. There is no paid leave for any period of time during which the faculty member is not expected to be on campus.

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For those eligible for FMLA benefits, maternity leave will be used in conjunction with FMLA benefits and is considered part of the FMLA leave time. Any additional time taken for maternity as part of FMLA will be unpaid time. The maternity leave benefit is not part of the STD benefit.

Example #1: The birth occurs on June 10, time during which the faculty member is not expected to be on campus. The six (6) weeks extends to the end of July. The faculty member does not receive any paid leave.

Example #2: The birth occurs on August 1, time during which faculty members are not expected to be on campus. The six (6) weeks extends to mid-September. Since faculty members are expected to be on campus after August 16, the faculty member receives up to four (4) weeks of paid leave.

Example #3: The birth occurs on March 1. The faculty member is entitled to six (6) week of paid leave from the first date of her leave.

5.8

FLEXIBLE SPENDING ACCOUNT (FSA)

Trinity Christian College provides a Flexible Spending Account (FSA) program that allows faculty members to have pre-tax dollars deducted from their salaries to pay for eligible out-of-pocket expenses. The pre-tax contributions made to the FSA may be used to pay for the faculty member's share of the group health insurance premiums or predictable non-reimbursed health care expenses or dependent care expenses during the plan year. Through the FSA program, the faculty member can reduce taxable income without reducing real income, allowing the employee to keep more of his/her earnings.

Participation in the Health Care and/or Dependent Care FSA is optional and determined on an annual basis for the plan year. The employee must enroll for each plan year and determine how much to contribute to the account based on anticipated expenses during the year. Contributions are directed to the account through salary reduction on a pre-tax basis. This tax-free money is available for reimbursement of eligible out-of-pocket expenses. The amount that remains in the account at the end of the plan year is forfeited.

Details of the FSA program are described in the Summary Plan Description (SPD). Contact the human resources office for more information on the FSA program and to obtain enrollment and reimbursement forms.

5.9

LIABILITY INSURANCE

In addition to standard insurance coverage for property and general liability, the college also carries policies for the protection of its employees as follows:

- A. Malpractice insurance for students and faculty in nursing and medical technology programs.
- B. Fiduciary responsibility for pension and welfare funds.
- C. Directors and officers liability.
- D. Teachers liability insurance for acts or omissions of the insured in connection with his/her activities as a member of the faculty or teaching staff.

5.10

RETIREMENT PLAN

The board of trustees of Trinity Christian College has established a voluntary 403(b) retirement plan through the Teachers Insurance and Annuity Association (TIAA) and College Retirement Equities Fund

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(CREF) to provide employees the potential for future financial security for retirement. Eligible employees may elect to participate in the Defined Contribution Retirement Plan and/or the Tax-Deferred Annuity Plan through TIAA-CREF.

Eligible employees may participate in this plan subject to all the terms and conditions of the plan as outlined in the Plan Documents. Contributions under this plan are applied to individual annuities issued to each participant by TIAA and/or CREF.

The Defined Contribution Retirement Plan requires an employee contribution from his/her base salary in order to participate. Trinity Christian College will match the employee contribution with a contribution amount approved by the board of trustees. There will be no contribution if the employee elects to not participate in the plan.

Employees may also elect to participate in the Tax-Deferred Annuity Plan. Trinity Christian College does not make contributions to this plan.

Provided that the employee properly enrolls in the plan, the employee contribution to a 403(b) plan is automatically deducted from his/her pay before federal and state tax withholdings are calculated, so tax dollars can be saved by having the current taxable amount reduced.

Complete details of the TIAA-CREF retirement plans are described in the Summary Plan Description. Contact the human resources office for more information about the plan.

5.11

DEPENDENT TUITION GRANT

- A. Purpose. The purpose of the college-financed tuition grant program for educational expenses is to encourage employees of the college and dependent family members (children and spouses) of employees to enroll in regular course offerings that are part of Trinity's degree programs. The tuition grant is available regardless of the number of hours taken per semester.
- B. Eligibility. All faculty members of the college are eligible to participate in accordance with the policy. Faculty members who have at least a 50% appointment are eligible for a pro-rata share of the applicable tuition grant.

The amount of the tuition grant will also vary, depending upon the total tuition charges and the eligibility of the student for other forms of financial aid. These variables will be calculated in accordance with the regular college-approved formula. Students must complete a Free Application for Federal Student Aid (FAFSA) before the state deadline each year as part of the grant process. Students who lose eligibility for state grants because they fail to file the FAFSA by the deadline will have their Trinity Christian College tuition grant calculated using the amount of the state grant the student was eligible for, and not the actual award received. High school students taking classes at Trinity Christian College before high school graduation are not eligible for the tuition grant program.

Each year May 1 is the deadline to submit an application for the tuition grant for either the first or second semester. Application must be made for renewal tuition grants on a yearly basis, also by May 1. New employees may apply within sixty (60) days from their date of hire. Should the date of hire occur after a semester has started, the tuition grant will be prorated for that semester. To apply, complete the Application for Trinity Christian College Tuition Grant form and return the completed form to the business office.

Should a faculty member with a minimum of fifteen (15) years of continuous, regular full-time service at Trinity Christian College either pass away or become partially or totally disabled while employed at Trinity Christian College, his/her dependent child(ren) and spouse will remain eligible for tuition grant benefits according to the terms of the tuition grant policy. To qualify under the partially or totally disabled condition, the faculty member must be disabled in accordance with the

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terms and conditions described in the Long Term Disability Insurance Policy (LTD). In the event the employee ceases to be disabled under the terms and conditions of the LTD Insurance Policy and does not return to employment at Trinity Christian College, eligibility for tuition grant benefits will terminate.

C. Calculating the Grant

Tuition grants are awarded to qualified dependents and employees based on total years of full-time equivalent service at Trinity Christian College, and are earned according to the following schedule:

Tuition Grant %
Year 1: 50%
Year 2: 60%
Year 3: 70%
Year 4: 80%
Year 5: 90%
After 5 years: 100%

The above schedule reflects the discount per student and does not change in the event that both parents are employed at Trinity Christian College.

$$\text{Tuition Grant} = (\text{Tuition Grant \%} \times \text{Tuition due} \times \text{FTE}) - (\text{Trinity Christian College gift aid} + \text{State gift aid eligibility})$$

FTE (full-time equivalent) = Percent of appointment.

Special consideration may be given on a case-by-case basis if:
(Trinity Christian College gift aid + State gift aid eligibility) is greater or nearly equivalent to
(Tuition grant % x Tuition due x FTE).

D. Limitations

1. Eligible participants must be enrolled for credit in regular courses offered by the college as part of its on-going degree programs. Examples of excluded courses include special mini-courses, workshops, non-credit courses, listener's passes, etc.
2. The dependent tuition grant program is intended to provide financial support to dependent children of employees. Dependent child status will be defined as a child who is either under age 19 or a full-time student under age 25 who receives at least 75% of his/her support from his/her parent(s). The child must be a citizen, national, or resident of the U.S., Canada, or Mexico.
3. Budgetary considerations make it necessary to provide tuition grants on a year-to-year basis only; this plan is subject to review and/or change at the start of any fiscal year.
4. Total gift-aid from Trinity Christian College and federal and state aid may not exceed cost of tuition. Other awards will be coordinated according to governmental guidelines.
5. Degree completion courses; summer session courses; off-campus, non-Trinity Christian College programs, including Council for Christian Colleges and Universities (CCCU) programs; and graduate level courses are excluded from coverage under this benefit.
6. Chicago Semester and Semester In Spain students must have had two (2) consecutive semesters as a full-time Trinity Christian College student immediately preceding entrance into the program to qualify for the dependent grant.
7. No benefits will be paid for dependent children under this plan for credits earned in excess of 150 hours from all institutions of higher education combined. Employees and their spouses that have earned in excess of 150 credit hours will receive benefits at the 50% level only. An

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employee or spouse with more than 150 earned hours can qualify for the normal grant level (50-100%: based upon years of service as described above in section C) if they are registering for only one course in a semester and that course is not filled. (Approved by the Committee on Planning and Resources, March 3, 2010 and April 14, 2010)

8. Part-time employees working less than .5 FTE during the academic year are excluded from coverage under this benefit.
9. If a faculty member leaves or is terminated during the academic year, then the dependent tuition grant is prorated until the last date of employment. If a faculty member leaves or is terminated during the academic year and his/her child is receiving a benefit from the Tuition Waiver Exchange Program (TWEP) through the CCCU, then Trinity will inform the host TWEP institution.

5.12

EMPLOYEE AND FAMILY TUITION GRANTS – ADULT STUDIES PROGRAM

Approved by the Faculty Association, January 26, 2010

Approved by the Committee on Planning and Resources, February 10, 2010

- A. Purpose. The purpose of the Trinity Christian College Adult Studies tuition grant program is to encourage eligible employees of the college, and their eligible spouse and child(ren), to enroll in regular course offerings which are part of the Trinity Christian College Adult Studies degree programs.
- B. Employee Eligibility.
 1. All regular full-time employees of the college are eligible to participate in accordance with the policy.
 2. Part-time employees working .5 FTE or more during the academic year are eligible for a pro-rata share of the applicable tuition grant. The pro-rata share is based on the ratio of average hours worked per week during the academic year in relation to a standard 40-hour work week during the same time period. Part-time employees working less than .5 FTE during the academic year are excluded from coverage under this benefit.
 3. Employees are those employed by the college on a continuous basis and are not employed as part of the student work force.
 4. New employees may apply within sixty (60) days from their date of hire.
 5. After twenty years of full-time equivalent service at the College, benefits are available for retirees, their spouse and eligible children. The benefits will be based upon the work status of the employee at the time of retirement.
 6. Death or disability of the employee;
 - a. Should an employee with a minimum of fifteen (15) years of continuous regular full-time service at Trinity Christian College either pass away or become partially or totally disabled while employed at Trinity Christian College, his/her dependent child(ren) and spouse will remain eligible for tuition grant benefits according to the terms of the tuition grant policy.
 - b. To qualify under the partially or totally disabled condition, the employee must be disabled in accordance with the terms and conditions described in the Long Term Disability Insurance Policy provided by the College.

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- c. In the event the employee ceases to be disabled under the terms and conditions of the LTD Insurance Policy and does not return to employment at Trinity Christian College, eligibility for tuition grant benefits will terminate when employment terminates.

C. Student Eligibility

1. Student must otherwise meet the requirements for admission to the Adult Studies program.
2. Eligible persons include employees of the college, their spouse, and their child(ren). A child must be a citizen, national, or resident of the U.S., Canada, or Mexico.
3. There is no cap on the age of the student and no cap on the maximum number of credit hours the student can earn under this program.

D. Annual Application Process

1. The Application for Trinity Christian College Tuition Grant can be obtained from the Business Office, either on the Trollweb or in person.
2. To be considered for an upcoming cohort, applications must be received in the Adult Studies office no later than one month before the start of the program. An application for renewal must be submitted by May 1 of each academic year.
3. The adult studies program waiver is granted according to the date and time the completed application and deposit is received in the adult studies office. The deposit will be applied to tuition or returned if space is not available. There is a maximum of two (2) waivers per semester per cohort, provided class size does not exceed eighteen (18) people.
4. As previously noted, new employees may apply within sixty (60) days from their date of hire. Should the date of hire occur after a semester has started, the tuition waiver will be prorated for that semester/term.
5. As part of the grant process, students must complete the Free Application for Federal Student Aid (FAFSA) and apply for any state grants for which they are eligible, before the state deadline for each year. Students who lose eligibility for state grants because they fail to file the FAFSA by the deadline will have their Trinity Christian College tuition grant calculated using the amount of state grant that the student was eligible for, and not the actual award received.
6. To apply for the grant:
 - a. The student receiving the benefit must meet the initial and ongoing admissions standards of the College.
 - b. The student receiving the benefit must file a FAFSA. The purpose of this requirement is to determine if the student would qualify for federal and/or state need-based grants as a result of filing the FAFSA. Employees who believe that their children would not qualify for federal or state need-based aid and who are seeking a waiver of this FAFSA requirement can complete the following steps to be considered for a waiver:
 - i. Go to www.fafsa4caster.ed.gov and complete the online form.
 - ii. Print the results page and sign it.
 - iii. Attach this results page to your Application for Trinity Christian College Dependent Tuition Grant.
 - iv. If it is clear that the student would not qualify for federal or state need-based aid by filing the FAFSA, then the requirement can be waived. However, if this is not clear, the Financial Aid Office will follow up with the employee to indicate that a FAFSA is required.

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E. Calculating the Grant Amount

1. The amount of tuition grant will vary, depending upon the total tuition charges and the eligibility of the student for other forms of financial aid. These variables will be calculated in accordance with the regular college-approved formula.
2. Students who lose eligibility for state grants because they fail to file the FAFSA by the deadline will have their Trinity Christian College tuition grant calculated using the amount of state grant that the student was eligible for, and not the actual award received.
3. The Adult Studies tuition grant is awarded based on total years of service at Trinity Christian College, and are earned according to the following schedule:

<u>Adult Studies Tuition Grant %</u>	
During year 1:	37.5%
During year 2:	45.0%
During year 3:	52.5%
During year 4:	60.0%
During year 5:	67.5%
After Year 5:	75.0%

4. The above schedule reflects the grant percent per student and does not change in the event that both parents are employed at Trinity Christian College.
5. Should the date of hire occur after a semester has started, the tuition waiver will be prorated for that semester.
6. The formula used to compute the grant amount is:
 - a. Tuition Grant = (Tuition grant % x tuition due x FTE) - Trinity Christian College gift aid - State grant aid eligibility.
 - b. FTE (full-time equivalent) = Employees average hours worked per week during the current academic year divided by 40.
7. Termination of Employment - If an employee's employment is terminated, then the tuition grant is prorated to the last date of employment.
8. The date used for purposes of determining employee years of service, called the "reference date," is the first day of the semester in which enrollment will begin.
9. Students who are taking pre-requisite courses for the Adult Studies Program in the traditional program (and being charged the full-tuition rate for those traditional classes) may qualify for a tuition grant of 50% of those traditional course charges. To apply for this, students should complete the Application for Trinity Christian College Tuition Grant (traditional program) and write "Adult Studies Pre-Requisite courses" in the space for "Class Level". When the student enters the Adult Studies Program, then the above schedule will dictate the terms of the grant.

F. Limitations

1. Maximum of two (2) waivers per semester per cohort, provided class size does not exceed eighteen (18) people.
2. Budgetary considerations make it necessary to provide tuition grants on a year-to-year basis only. This plan is subject to review and/or change at the start of any fiscal year.
3. The grand total of the following amounts may not exceed the cost of tuition:
 - a. Gift-aid from the College, including Trinity scholarships and the tuition waiver grant;
 - b. Federal aid eligibility, including Pell, but excluding SEOG and TEACH; and

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- c. State aid eligibility, including MAP.
 - d. Loans and work-study are excluded from this limitation.
- 4. This policy does not apply to traditional undergraduate degree courses or to graduate level courses. Tuition grants for these courses are addressed in separate grant policies.
 - 5. An employee in the Education Adult Studies program must terminate employment with the College at the time he/she begins the student teaching portion of the Adult Studies program.

5.13

EMPLOYEE AND FAMILY TUITION GRANTS – GRADUATE STUDIES PROGRAM

- A. Purpose. The purpose of the Trinity Christian College-financed Graduate Studies tuition grant program is to encourage eligible employees of the college, and their eligible spouse and child(ren), to enroll in regular course offerings which are part of the Trinity Christian College graduate degree programs.
- B. Eligibility.
 - 1. All regular full-time employees of the college are eligible to participate in accordance with the policy.
 - 2. Part-time employees working .5 FTE or more during the academic year are eligible for a pro-rata share of the applicable tuition grant. The pro-rata share is based on the ratio of average hours worked per week during the academic year in relation to a standard 40-hour work week during the same time period. Part-time employees working less than .5 FTE during the academic year are excluded from coverage under this benefit.
 - 3. Employees are those employed by the college on a continuous basis and are not employed as part of the student work force.
 - 4. New employees may apply within sixty (60) days from their date of hire.
 - 5. After twenty years of full-time equivalent service at the College, benefits are available for retirees, their spouse and eligible children. The benefits will be based upon the work status of the employee at the time of retirement.
 - 6. Death or disability of the employee
 - a. Should an employee with a minimum of fifteen (15) years of continuous regular full-time service at Trinity Christian College either pass away or become partially or totally disabled while employed at Trinity Christian College, his/her dependent child(ren) and spouse will remain eligible for tuition grant benefits according to the terms of the tuition grant policy.
 - b. To qualify under the partially or totally disabled condition, the employee must be disabled in accordance with the terms and conditions described in the Long Term Disability Insurance Policy provided by the College.
 - c. In the event the employee ceases to be disabled under the terms and conditions of the LTD Insurance Policy and does not return to employment at Trinity Christian College, eligibility for tuition grant benefits will terminate when employment terminates.
- C. Student Eligibility.
 - 1. Student must otherwise meet the admission requirements of the College.
 - 2. Eligible persons include employees of the college, their spouse, and their child(ren).

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3. An employee, spouse, or child(ren) of the employee who attended Trinity and received the dependent grant for his/her participation in the traditional program, or the Adult Studies program, remains eligible for the Graduate Studies tuition grant.
4. There is no cap on the age of the student and no cap on the maximum number of credit hours that may be earned under this program.
5. A child must be a citizen, national, or resident of the U.S., Canada, or Mexico.

D. Annual Application Process

1. The Application for Trinity Christian College Tuition Grant can be obtained from the Business Office, either on the Trollweb or in person.
2. To allow for a timely determination of budget implications, tuition grant applications for the next school year must be submitted to the Business Office by May 1. A new application must be submitted for each academic year.
3. As previously noted, new employees may apply within sixty (60) days from their date of hire. Should the date of hire occur after a semester has started, the tuition waiver will be prorated for that semester.
4. As part of the grant process, students must complete the Free Application for Federal Student Aid (FAFSA) and apply for any state grants for which they are eligible, before the state deadline for each year. Students who lose eligibility for state grants because they fail to file the FAFSA by the deadline will have their Trinity Christian College tuition grant calculated using the amount of state grant that the student was eligible for, and not the actual award received.
5. To apply for the grant:
 - a. The student receiving the benefit must meet the initial and ongoing admissions standards of the College.
 - b. The employee must complete the Application for Trinity Christian College Tuition Grant form and return the completed form to the Business Office by May 1.

E. Calculating the Grant Amount

1. The amount of tuition grant will vary, depending upon the total tuition charges and the eligibility of the student for other forms of financial aid. These variables will be calculated in accordance with the regular college-approved formula.
2. Tuition grants are awarded based on total years of service at Trinity Christian College, and are earned according to the following schedule:

<u>Graduate Studies Tuition Grant %</u>	
During year 1:	37.5%
During year 2:	45.0%
During year 3:	52.5%
During year 4:	60.0%
During year 5:	67.5%
After Year 5:	75.0%

3. The above schedule reflects the grant percent per student and does not change in the event that both parents are employed at Trinity Christian College.

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4. Should the date of hire occur after a semester has started, the tuition waiver will be prorated for that semester.
5. The formula used to compute the grant amount is:
 - a. Tuition Grant = (Tuition grant % x tuition due x FTE) - Trinity Christian College gift aid.
 - b. FTE (full-time equivalent) = Employees average hours worked per week during the current academic year divided by 40.
6. Termination of Employment - If an employee's employment is terminated, then the tuition grant is prorated to the last date of employment.
7. The date used for purposes of determining employee years of service and for student age, called the "reference date," is the first day of the semester in which enrollment will begin.

F. Limitations

1. Budgetary considerations make it necessary to provide tuition grants on a year-to-year basis only. This plan is subject to review and/or change at the start of any fiscal year.
2. Maximum of one (1) waiver per semester per cohort, provided class size does not exceed eighteen (18) people.
3. This policy applies to only the Graduate Studies program of Trinity Christian College. In addition, graduate students are expected to pursue a graduate degree, not just "endorsements" (special education).
4. The graduate studies program waiver is granted according to the date and time the completed application and deposit is received in the graduate studies office. Completed applications must meet all admission requirements for graduate studies. The deposit will be applied to tuition or returned if space is not available.
5. The grand total of the following amounts may not exceed the cost of tuition:
 - a. Gift-aid from the College, including Trinity scholarships and the tuition waiver grant;
 - b. Federal aid eligibility, including TEACH; and
 - c. Loans and work-study are excluded from this limitation.
6. This policy does not apply to traditional undergraduate level courses or to adult study degree completion courses. Tuition grants for these courses are addressed in separate grant policies.

5.14

Employee and Family Tuition Grants – Online degree completion programs (offered through third-party platform)

Approved by the President's Cabinet February 17, 2015

A. Purpose

The purpose of the Trinity Christian College online degree completion tuition grant program is to encourage eligible employees of the college, and their eligible spouse and child(ren), to enroll in regular course offerings which are part of the Trinity Christian College degree programs.

B. Employee Eligibility

1. All regular full-time employees of the college are eligible to participate in accordance with the policy.

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2. Regular part-time employees working .5 FTE or more during the academic year are eligible for a pro-rata share of the applicable tuition grant. The pro-rata share is based on the ratio of average hours worked per week during the academic year in relation to a standard 40-hour work week during the same time period. Part-time employees working less than .5 FTE during the academic year are excluded from coverage under this benefit.
3. Employees are those employed by the college on a continuous basis and are not employed as part of the student work force.
4. New employees may apply after two consecutive years of employment.
5. After twenty years of full-time equivalent service at the College this benefit is available for a retiree, their spouse and their eligible children. Any benefits will be based upon the work status of the employee at the time of retirement.
6. Death or disability of the employee;
 - a. Should an employee with a minimum of fifteen (15) years of continuous regular full-time service at Trinity Christian College either pass away or become partially or totally disabled while employed at Trinity Christian College, his/her dependent child(ren) and spouse will remain eligible for tuition grant benefits according to the terms of the tuition grant policy.
 - b. To qualify under the partially or totally disabled condition, the employee must be disabled in accordance with the terms and conditions described in the Long Term Disability Insurance Policy provided by the College.
 - c. In the event the employee ceases to be disabled under the terms and conditions of the LTD Insurance Policy and does not return to employment at Trinity Christian College, eligibility for tuition grant benefits will terminate when employment terminates.

C. Student Eligibility

1. Student must otherwise meet the requirements for admission to the online degree completion program (offered through a third-party platform).
2. Eligible persons include employees of the college, their spouse, and their child(ren). A child must be a citizen, national, or resident of the U.S., Canada, or Mexico.
3. There is no cap on the age of the student and no cap on the maximum number of credit hours the student can earn under this program.

D. Annual Application Process

1. The Application for Trinity Christian College Tuition Grant can be obtained from the Business Office, either on the Trollweb or in person.
2. To be considered for an upcoming cohort, applications must be received in the Adult Studies Administrative office no later than one month before the start of the program. An application for renewal must be submitted by May 1 of each academic year.
3. The waiver is granted according to the date and time the completed application and deposit is received in the Adult Studies Administrative office. The deposit will be applied to tuition or returned if space is not available. There is a maximum of two (2) waivers per course.
4. As previously noted, new employees may apply within sixty (60) days from their date of hire. Should the date of hire occur after a semester has started, the tuition waiver will be prorated for that semester/term.

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5. As part of the grant process, students must complete the FAFSA and apply for any state grants for which they are eligible, before the state deadline for each year. Students who lose eligibility for state grants because they fail to file the FAFSA by the deadline will have their Trinity Christian College tuition grant calculated using the amount of state grant that the student was eligible for, and not the actual award received.
6. To apply for the grant:
 - a. The student receiving the benefit must meet the initial and ongoing admissions standards of the College.
 - b. The student receiving the benefit must file a FAFSA. The purpose of this requirement is to determine if the student would qualify for federal and/or state need-based grants as a result of filing the FAFSA. Employees who believe that their children would not qualify for federal or state need-based aid and who are seeking a waiver of this FAFSA requirement can complete the following steps to be considered for a waiver:
 - i. Go to www.fafsa4caster.ed.gov and complete the online form.
 - ii. Print the results page and sign it.
 - iii. Attach this results page to your Application for Trinity Christian College Dependent Tuition Grant.
 - iv. If it is clear that the student would not qualify for federal or state need-based aid by filing the FAFSA, then the requirement can be waived. However, if this is not clear, the Financial Aid Office will follow up with the employee to indicate that a FAFSA is required.

E. Calculating the Grant Amount

1. The amount of tuition grant will vary, depending upon the total tuition charges and the eligibility of the student for other forms of financial aid. These variables will be calculated in accordance with the regular college-approved formula.
2. Students who lose eligibility for state grants because they fail to file the Free Application for Federal Student Aid (FAFSA) by the deadline will have their Trinity Christian College tuition grant calculated using the amount of state grant that the student was eligible for, and not the actual award received.
3. The tuition grant is awarded based on total years of service at Trinity Christian College, and are earned according to the following schedule:

<u>Online degree completion Tuition Grant % (offered through third-party platform)</u>	
During years 3-5:	10%
After year 5:	15%

4. The above schedule reflects the grant percent per student and does not change in the event that both parents are employed at Trinity Christian College.
5. Should the date of hire occur after a semester has started, the tuition waiver will be prorated for that semester.
6. The formula used to compute the grant amount is:
 - a. Tuition Grant = (Tuition grant % x tuition due x FTE) - Trinity Christian College gift aid - State grant aid eligibility.
 - b. FTE (full-time equivalent) = Employees average hours worked per week during the current academic year divided by 40.
7. Termination of Employment - If an employee's employment is terminated, then the tuition grant is prorated to the last date of employment.

FACULTY HANDBOOK CHAPTER 5 – FACULTY BENEFITS

8. The date used for purposes of determining employee years of service, called the “reference date,” is the first day of the semester in which enrollment will begin.
9. Students who are taking pre-requisite courses in the traditional program for any of the online degree completion programs (offered through the third-party platform), and being charged the full-tuition rate for those traditional classes, may qualify for a tuition grant of 50% of those traditional course charges. To apply for this, students should complete the Application for Trinity Christian College Tuition Grant (traditional program) and write “Online degree completion pre-requisite courses” in the space for “Class Level”. When the student enters the online degree completion program (offered through the third-party platform), then the above schedule will dictate the terms of the grant.

F. Limitations

1. Maximum of two (2) waivers per course.
2. Budgetary considerations make it necessary to provide tuition grants on a year-to-year basis only. This plan is subject to review and/or change at the start of any fiscal year.
3. The grand total of the following amounts may not exceed the cost of tuition:
 - a. Gift-aid from the College, including Trinity scholarships and the tuition waiver grant if any;
 - b. Federal aid eligibility, including Pell, but excluding SEOG and TEACH; and
 - c. State aid eligibility, including MAP.
 - d. Loans and work-study are excluded from this limitation.
4. This policy does not apply to traditional undergraduate degree courses or to adult studies or graduate level courses. Tuition grants for these courses are addressed in separate grant policies.
5. If an employee is studying a program which requires field experience during regular work hours such as student teaching, then the employee must terminate employment with the College at the time he/she begins that portion of the program.

G. Employee Income Tax Considerations

1. Depending on individual circumstances, a tuition grant amount may be considered taxable income to the employee.
2. Under current federal income tax law, a benefit provided to “dependent” children (as defined by the IRS) under the age of 24 or to a spouse would not be subject to tax. For tuition grants provided to family members who are not considered a dependent under federal tax law, the value of the grant will be considered as taxable income. This amount is subject to tax withholding and will be reported on the employee’s W-2.
3. For further information, see the tuition grant application and additional materials available in the Business Office.

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5.15

WAIVER OF FAFSA FILING REQUIREMENT FOR DEPENDENT TUITION WAIVERS

The Trinity Christian College Employee and Dependent Tuition Grants policy requires the student receiving these benefits to file the Free Application for Federal Student Aid (FAFSA). The purpose of this requirement is to determine if the student would qualify for federal and/or state need-based grants as a result of filing the FAFSA.

Employees who believe that their children would not qualify for federal or state need-based aid and who are seeking a waiver of this FAFSA requirement can complete the following steps to be considered for a waiver:

1. www.fafsa4caster.ed.gov and complete the online form.
2. Print the results page and sign it.
3. Attach this results page to your Application for Trinity Christian College Dependent Tuition Grant.

If it is clear that the student would not qualify for federal or state need-based aid by filing the FAFSA, then the requirement can be waived. However, if this is not clear, the Financial Aid Office will follow up with the employee to indicate that a FAFSA is required.

5.16

CSI TUITION STIPEND

Faculty members who have at least a three-quarter time position are eligible to participate in the Christian Schools International (CSI) Tuition Stipend Plan. Trinity Christian College will contribute annually towards the tuition of grammar or high school age children enrolled in and attending a Christian Schools International member school. Payment will be sent directly to the CSI member school for credit to the employee's account. The stipend reflects the amount per child and does not change in the event that both parents are employed by Trinity Christian College. Dependent child status will be defined as those grammar school and high school children meeting the definition of dependent under IRS regulations. The CSI Tuition Stipend does not apply to college students. If a faculty member leaves or is terminated during the academic year, then the tuition grant is prorated until the last date of employment.

5.17

RELOCATION BENEFITS

Relocation assistance for eligible new, full-time faculty who currently reside outside of a reasonable commuting area (at least fifty (50) miles) to Trinity Christian College may be provided to facilitate the transition to Trinity Christian College. Benefits will be limited to a maximum amount according to the policies established by the president's council, which currently is \$5,000.

Employees must request relocation assistance for specific items in advance of the date the expenses are incurred and must submit three (3) quotes prior to the move. Trinity Christian College will reimburse expenses only if the employee has received advance approval. Reimbursable moving expenses will include:

- A. Transportation and in-transit storage of household goods.
- B. Travel for one (1) trip (employee and family) from the old residence to the new residence by the most reasonable and economical transportation available.
- C. Lodging (excluding meals) for the employee and family incurred during the actual move.

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Trinity will not reimburse the cost of packing household goods by the moving company, house hunting expenses, or meals. The college does not assume any liability for any loss, damage, injury, or inconvenience to the employee or family resulting from the relocation. No requests for payment of expenses will be approved for payment after the employee has attained one (1) year of employment at Trinity.

Trinity Christian College extends these relocation benefits in an effort to contribute to the success of the new employee as a Trinity employee. Therefore, it is expected that an employee receiving relocation assistance will not voluntarily separate from the service of the college within one (1) year of hire. If the employee voluntarily separates from the service of the college within one (1) year of hire, the amount of relocation assistance will be considered only a loan and the employee must reimburse Trinity for fifty percent (50%) of the relocation expense. Accordingly, before any approvals are granted, the employee will be required to sign a relocation agreement that will state that the employee will reimburse fifty percent (50%) of the relocation expense if the employee voluntarily separates from the service of the college within one (1) year of hire.

A faculty member who is terminated for disciplinary reasons within one (1) year of hire is required to reimburse Trinity for one hundred percent (100%) of the relocation expense.

Employees must also understand that since some or all of the relocation expense may be subject to income tax, accurate record-keeping of expenses with receipts is critical. The employee is required to submit an itemized accounting, including original receipts, for the amount of reimbursement requested, to the human resources office for appropriate approval before any reimbursements are made.

5.18

CHANGES IN BENEFITS

Trinity and/or the board of trustees reserves the right to revise, supplement, or rescind any and all of the provisions of the salary and benefits package within legal limits as prescribed by law. This policy does not create a contractual right to any of the benefits provided by Trinity. Such benefits may be modified or eliminated at any time.

5.19

VICTIMS' ECONOMIC SECURITY AND SAFETY ACT

The Victims' Economic Security and Safety Act provides that an employee who is a victim of domestic or sexual violence or has a family or household member who is a victim of domestic or sexual violence may take up to a total of twelve (12) work weeks of leave from work during any twelve (12) month period to address the domestic or sexual violence. The employee shall provide at least forty-eight (48) hours advance notice of the employee's intention to take the leave, unless providing such notice is not practicable.

An employee will not be discharged or otherwise discriminated against if the employee is a victim of domestic or sexual violence. An employee will not be discharged, discriminated against, or retaliated against for taking leave from work as a result of domestic or sexual violence to seek medical attention or counseling for injuries or psychological trauma, obtain victim services, relocate, seek legal assistance, or participate in a related court proceeding.

FACULTY HANDBOOK CHAPTER 5 – FACULTY BENEFITS

Because faculty members have no accrued leave, any leave under this provision shall be unpaid. During the period of leave if a faculty member participates in the group health insurance plan, he/she will continue to receive coverage on the same basis as if he/she were actively at work. During the leave period the college and the employee must continue to pay their usual respective portions of the group health insurance premium. If the terms of the college's group insurance plan change during the employee's period of leave, the same co-payment and coverage provisions which apply to other employees will also apply to the employee.

The employee should request time off under the Victims' Economic Security and Safety Act in writing if possible and obtain approval from his/her supervisor. Documentation of the leave must be submitted to the human resources office.

Questions regarding this policy may be directed to the human resources office.

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GENERAL POLICIES AND PROCEDURES OF TRINITY CHRISTIAN COLLEGE

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[September 2016]

FACULTY HANDBOOK CHAPTER 6

GENERAL POLICIES AND PROCEDURES OF TRINITY CHRISTIAN COLLEGE

The policies and procedures in this chapter pertain to all personnel, both faculty and staff.

6.1

BUSINESS ETHICS AND CONDUCT

Trinity Christian College is built upon Christian principles and ethical conduct of its employees. Trinity's reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as adherence to the mission statement of Trinity Christian College while demonstrating the highest standards of personal integrity.

The continued success of Trinity Christian College is dependent upon the trust of students and constituents. The administration, staff, and faculty are dedicated to preserving that trust. Employees are expected to demonstrate loyalty to Trinity Christian College that will merit the continued trust and confidence of the public.

Trinity Christian College will comply with all applicable laws and regulations. All trustees, officers, and employees of Trinity Christian College are to conduct business in accordance with the letter, spirit, and intent of all relevant laws, and to refrain from any illegal, dishonest, or unethical conduct.

If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed openly with the immediate supervisor and, if necessary, with the vice president for finance and administration for advice and consultation.

Compliance with this policy of business ethics and conduct is the responsibility of every employee of Trinity Christian College. Disregarding or failing to comply with this standard of business ethics and conduct could lead to disciplinary action, up to and including termination of employment.

6.2

CONFLICTS OF INTEREST

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflict of interest. This policy establishes only the framework from which Trinity Christian College desires the institution to operate. The purpose of these guidelines is to provide general direction so employees may seek further clarification on issues related to acceptable standards of operation. Appropriate staff and faculty members will be required to sign a conflict of interest statement each year before transactions of any kind may be conducted with outside firms. Contact the vice president for finance and administration for more information.

Transactions with outside firms must be conducted within a framework established and controlled by the executive level of Trinity Christian College. Business dealings with outside firms should not result in unusual gains for those firms. Unusual gain refers to bribes, product bonuses, special fringe benefits, unusual price breaks, and other windfalls designed to ultimately benefit the employer, the employee, or both. Promotional plans that could be interpreted to involve unusual gain require specific executive-level approval.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of Trinity Christian College's business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

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No "presumption of guilt" is created by the mere existence of a relationship with outside firms or contracted individuals. However, if employees have any influence on transactions involving purchases, contracts for service paying more than \$600 over a fiscal year (taxable limit), or leases, it is imperative that they disclose to a president's council member at Trinity Christian College as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Personal gain may result not only in cases where an employee or relative has significant ownership in a firm with which Trinity Christian College does business, but also when an employee or relative receives any kickback, bribe, substantial gift (e.g., gifts valued at \$100 or more), or special consideration as a result of any transaction or business dealings involving Trinity Christian College.

6.3

NON-DISCLOSURE

The protection of confidential business information and practices is vital to the interests and the integrity of Trinity Christian College. Such confidential information includes but is not limited to the following examples:

- * Compensation data
- * Student lists
- * Donor information
- * Financial aid information

Employees who improperly use or disclose confidential business information will be subject to disciplinary action, up to and including termination of employment, even if they do not actually benefit from the disclosed information.

6.4

DISABILITY ACCOMMODATION

Trinity Christian College is committed to fully complying with the Americans with Disabilities Act (ADA) and ensuring equal opportunity in employment for qualified persons with disabilities. All employment practices and activities are conducted on a non-discriminatory basis.

Hiring procedures at Trinity provide persons with disabilities meaningful employment opportunities. Pre-employment inquiries are made only regarding an applicant's ability to perform the duties of the position.

Trinity Christian College is committed to not discriminating against any qualified employee or applicant because he/she is related to or associated with a person with a disability. Trinity Christian College adheres to any state or local law that provides individuals with disabilities greater protection than the ADA.

This policy is neither exhaustive nor exclusive. Trinity Christian College is committed to taking all other actions necessary to provide equal employment opportunity for persons with disabilities in accordance with the ADA and all other applicable federal, state, and local laws. Trinity Christian College will fulfill its obligation to provide reasonable accommodation in accordance with the law.

FACULTY HANDBOOK CHAPTER 6

GENERAL POLICIES AND PROCEDURES OF TRINITY CHRISTIAN COLLEGE

6.5

EMPLOYMENT OF RELATIVES

Approved March 16, 2005

6.5.1 Policy. It is the policy of Trinity Christian College to maintain the integrity of the recruitment process for employees with respect to relatives of current employees.

- A. The referral of relatives by current employees, faculty, or management staff is a viable recruitment option, but shall not involve promises, guarantees, or favorable advantage.
- B. An employee shall not manage, supervise, or direct the work of another employee who is a family member.
- C. For the purposes of this policy, "family" is defined as spouse, son, daughter, sister, brother, father, mother, grandfather, grandmother, father-in-law, mother-in-law, son-in-law, daughter-in-law, niece, nephew, aunt, uncle, and step relatives.
- D. Where non-compliance with the provisions of this policy occurs through marriage in the future, it will be the responsibility of the employees involved to determine which employee must seek another position. Where this type of conflict with a relative arises, the college will decide on the basis of objective criteria related to need, skill, ability, and availability of the position where the employee will be placed. If such assignment is not possible within ninety (90) days, the employee will be laid off.
- E. Since management may not be aware of all relationships, it is the responsibility of each employee affected to bring non-compliance or potential non-compliance instances to the attention of the human resources office.

6.6

EQUAL EMPLOYMENT OPPORTUNITY

Revised October 2017

Trinity Christian College is committed to providing a non-discrimination employment environment for all its employees. The policy of Trinity Christian College is to fully comply with applicable federal, state and local laws, rules and regulations in the area of non-discrimination in employment. In order to provide equal employment and advancement opportunities to all individuals, employment decisions at Trinity Christian College will be based on merit, qualifications, and abilities. Trinity Christian College does not discriminate in employment opportunities or practices on the basis of race, ancestry, sex, national origin, age, marital status, disability, unfavorable discharge from military service, sexual harassment, arrest record, citizenship status, sexual orientation, or any other class protected by law, except when a bona fide occupational qualification (BFOQ) applies.

Section 2-104(A) of the Act, (Ill. Rev. Stat. 1983, Ch. 68, par.2-104(A)), provides that it is not a violation for an employer to discriminate based upon a criterion which constitutes a BFOQ for the particular job. Trinity requires that applicants for certain specific positions are members of the Christian faith in the Reformed tradition and can demonstrate that they strive to grow continuously in their faith and Christian perspective on learning, have the ability to address the enduring issues and questions of human experience and teach students to explore and apply the implications of a Reformed world-and-life view to all areas of learning, living, and working, and who commit themselves to foster the total development of students as individuals, including developing their faith. This BFOQ is necessary to fulfillment of Trinity's mission.

This policy commitment shall include, but is not limited to employment, promotion, transfer, layoff, termination, compensation, benefits, training and education, and social and recreational programs.

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Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA) protects applicants and employees from discrimination based on genetic information in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. GINA also restricts employers' acquisition of genetic information and strictly limits disclosure of genetic information. Genetic information includes information about genetic tests of applicants, employees, or their family members; the manifestation of diseases or disorders in family members (family medical history); and requests for or receipt of genetic services by applicants, employees, or their family members.

The Equal Employment Opportunity notices are posted on bulletin boards that outline the procedure to follow if an individual believes he/she has been a target of discrimination.

Any employee with questions or concerns about any type of discrimination in the workplace should address these issues to the attention of their immediate supervisor or the human resources office. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

6.7

DRUG FREE WORKPLACE POLICY

Revised October 2017

In compliance with the Drug Free Work Place Act of 1988, Trinity Christian College is committed to maintaining a drug-free work place in accordance with the stipulations of the law. The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance at any time is prohibited:

The goal of Trinity Christian College is to provide a drug-free, healthy, and safe workplace. Employees are required to report to work in an appropriate mental and physical condition to perform their jobs in the manner necessary to facilitate this goal. The following policy of a drug free workplace constitutes a condition of employment:

No employee may use, possess, distribute, sell, or be under the influence of illegal drugs, controlled substances not medically authorized, or alcohol while on the campus of Trinity Christian College. The legal use of prescribed drugs is permitted on the job only if it does not impair the ability of an employee to perform the essential functions of the job effectively and in a safe manner, which does not endanger other individuals in the workplace.

Violations of this policy may lead to disciplinary action, up to and including immediate termination of employment, and/or required participation in a substance abuse rehabilitation or treatment program at the employee's expense. Such violations may also have legal consequences.

Trinity Christian College may require testing or screening of employees for drugs or alcohol under the following circumstances:

Where there is reason to suspect, based on an employee's behavior or job performance that the employee has consumed, possesses, or is under the influence of alcohol or drugs.

Where, even though the employee does not exhibit observable symptoms of being under the influence of drugs or alcohol, circumstances suggest that testing may be appropriate to be sure the employee is not under the influence of alcohol or drugs. Examples of such circumstances include, but are not limited to the following:

- Accident investigation where an injured employee requires medical attention.
- Accident investigation where another employee(s) partially or fully causes injury to another employee that requires medical attention.
- Employee admission regarding drug or alcohol abuse.
- Unexplained deterioration in individual job performance.

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- Significant change in individual personality, behavior, or conduct (i.e. repeated abusive behavior, insubordination, etc.).
- Unexplained absence from normal work areas where there is reason to suspect drug or alcohol related activity in violation of this policy.
- Excessive absenteeism, including tardiness.

Employees with questions or concerns about substance dependency or abuse are encouraged to seek counseling. They may also wish to discuss these matters with their supervisor or the human resources office to receive assistance or referrals to appropriate resources in the community.

Employees with drug or alcohol problems that have not resulted in and are not the immediate subject of disciplinary action may request approval to take unpaid time off to participate in a rehabilitation or treatment program. Leave may be granted only if the employee agrees to abstain from use of the problem substance, and abides by all of the policies, rules, and prohibitions relating to conduct in the Trinity Christian College workplace. The leave of absence cannot cause Trinity Christian College any undue hardship.

Under the Drug-Free Workplace Act, an employee who performs work for a government contract or grant must notify Trinity Christian College of a criminal conviction for drug-related activity occurring in the workplace. The report must be made within five (5) days of the conviction.

Employees with questions on this policy or issues related to drug or alcohol use in the workplace should raise their concerns with their supervisor or the vice president for finance and administration without fear of reprisal. In addition, the college offers an Employee Assistance Program (EAP) benefit for employees and their dependents. The EAP provides confidential assessment, referral and short-term counseling for employees who need or request it. If an EAP referral to a treatment provider outside the EAP is necessary, costs may be covered by the employee's medical insurance, but the costs of such outside services are the employee's responsibility. Additional information may be obtained from the human resources office.

Any employee in violation of this policy will be required, at the employee's expense, to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purpose by a federal, state or local health, law enforcement, or other appropriate agency. Any employee refusing to participate or who does not satisfactorily complete such a program will be terminated.

6.8

COMPUTER RELATED POLICIES

For situations involving non-discrimination and Title IX, policies and procedures in this section are superseded by Trinity Christian College Non-discrimination and Title IX Policies and Procedures, available online at www.trnty.edu.

6.8.1 Computer hardware/software purchases and use

Approved by Administrative Council, June 2001

All computer software purchases and acquisitions to be installed on college-owned computers are to be made by the director of computer services, except in the case of software bundled with textbooks where the textbook is required for a class. All computer hardware including but not limited to computers, monitors, printers, scanners, disk drives, CD-R drives, DVD drives, keyboards, mice, speakers, and digital cameras, purchased with college or grant funds are to be purchased only with the approval of the director of computer services.

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Computer systems purchased by the college and provided for employees to be used for work related to the college at home or on the road shall be deemed as property of the college. Installation of computer software on college-owned computers will only be done under the supervision of computer services after sufficient licenses or documentation have been acquired and put on file, including software that comes bundled with a textbook required for a class.

All textbooks that are bundled with software that will be required by the instructor to run on college computers must be approved by the director of computer services before the college bookstore may order such software. Textbook bundled computer software which is not approved by the director of computer services may not be installed on college computers. (This does not preclude faculty from choosing textbooks bundled with software when the software is not needed, nor does it preclude students from installing software on their personal systems.)

Software acquired by the college shall not be installed on computer systems not owned by the college unless explicitly allowed in the software license. All software including applications and operating system will be erased from any computer system being disposed of by the college including sales, donations, and recycling.

6.8.2 Computer and email usage. Computers, computer files, the email system, and software furnished to employees are the property of Trinity Christian College and intended for business use. Employees should not use a password, access a file, or retrieve any stored communication without authorization. To ensure compliance with this policy, computer and email usage may be monitored when authorized by the administration.

Trinity Christian College strives to maintain a workplace free of harassment and sensitive to the diversity of its employees. Trinity Christian College prohibits the use of computers and the email system in ways that are disruptive, offensive to others, or harmful to morale. For example, the display or transmission of sexually explicit images, messages, and cartoons is not allowed. Other such misuse includes but is not limited to ethnic slurs, racial comments, off-color jokes, or anything that may be construed as harassment or showing disrespect for others.

Trinity Christian College purchases and licenses the use of various computer software for business purposes and does not own the copyright to this software or its related documentation. Unless authorized by the software developer, Trinity Christian College does not have the right to reproduce such software for use on more than one computer.

Employees may only use software on local area networks or on multiple machines according to the software license agreement. Trinity Christian College prohibits the illegal duplication of software and its related documentation.

Employees should notify their immediate supervisor or the vice president of academic affairs upon learning of violations of this policy. Employees who violate this policy will be subject to disciplinary action, up to and including termination of employment.

6.8.3 Email forwarding policy

Adopted by Administrative Council, August 2, 2005

Trinity will no longer enable or allow the automatic forwarding of email to off campus email addresses, such as AOL, Hotmail, Yahoo, etc.

Rationale:

- A. Forwarding email to other ISPs (AOL, Hotmail, etc.) has gotten us into trouble with several of them, as they do not appreciate getting hundreds of forwarded messages daily. This has caused us to be banned from sending mail to a few of them, which cost extensive time for us to remedy, and caused significant problems for the rest of campus while we were unable to send mail to a significant number of people.

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- B. Forwarding mail to accounts such as AOL and Hotmail causes our Trinity email addresses to get circulated into a much larger pool of potential scammers, virus senders, publishers, etc. Many of our junk mail problems can be directly linked back to the email that we forward for people, so a lot of the damage has already been done, but the sooner we stop the better.
- C. Setting up and maintaining forwarders takes a considerable amount of time on the part of computer services staff. Each forwarder takes time to set up, each time someone changes their mind where they want something forwarded to it takes time to change, and it takes significantly longer to clean them up during the summer maintenance period, all so that a user has a more convenient time checking their email.
- D. Forwarders are costing us money every year. There are several licenses that we need to renew each year that count how many mailboxes we have. Each forwarder is considered a mailbox, as is that person's original mailbox, so they have two per person. Also, it is impossible for us to tell if a student who is getting their email forwarded and has graduated is still actually using their Trinity email, so we are paying for mailboxes that are not getting used anymore for fear of deleting someone's email that still needs it.
- E. When we first allowed forwarding email, our web interface was in the beginning stages. Users are now able to access their email wherever internet access is available.

Requests for exceptions should be sent to the director of computer services.

6.8.4 Internet usage. Internet access to global electronic information resources on the World Wide Web is provided by Trinity Christian College to assist employees in obtaining work related data and technology. The following guidelines have been established to help ensure responsible and productive internet usage. Though internet usage is intended for job related activities, incidental and occasional brief personal use is permitted within reasonable limits.

All internet data that is composed, transmitted, or received via our computer communications systems is considered to be part of the official records of Trinity Christian College and, as such, is subject to disclosure to law enforcement or other third parties. Consequently, employees should always ensure that the business information contained in internet email messages and other transmissions is accurate, appropriate, ethical, and lawful.

The equipment, services, and technology provided to access the internet remain the property of Trinity Christian College at all times. Trinity Christian College reserves the right to monitor internet traffic, and retrieve and read any data composed, sent, or received through our online connections and stored in our computer systems.

Data that is composed, transmitted, accessed, or received via the internet must not contain content that could be considered discriminatory, offensive, obscene, threatening, harassing, intimidating, or disruptive to any employee or other person. Examples of unacceptable content may include but are not limited to sexual comments or images, racial slurs, gender-specific comments, or any other comments or images that could reasonably offend someone on the basis of race, age, sex, religious or political beliefs, national origin, disability, sexual orientation, or any other characteristic protected by law.

The unauthorized use, installation, copying, or distribution of copyrighted, trademarked, or patented material on the internet is expressly prohibited. If an employee did not create material, does not own the rights to it, or has not received authorization for its use, it should not be put on the internet. Employees are also responsible for ensuring that the person sending any material over the internet has the appropriate distribution rights.

To ensure a virus-free environment, no files may be downloaded from the internet without prior authorization.

Abuse of the internet access provided by Trinity Christian College in violation of law or Trinity Christian College policies will result in disciplinary action, up to and including termination of employment and/or legal prosecution. Employees may also be held personally liable for any violations of this policy. Employees should notify their immediate supervisor, the vice president of academic affairs, or any member of the president's council upon learning of violations of this policy.

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The following behaviors are examples of previously stated or additional actions and activities that are prohibited and can result in disciplinary action:

- A. Sending or posting discriminatory, harassing, or threatening messages or images.
- B. Using the institution's time and resources for personal gain.
- C. Stealing, using, or disclosing someone else's code or password without authorization.
- D. Copying, pirating, or downloading software and electronic files without permission.
- E. Sending or posting confidential material, trade secrets, or proprietary information outside of the institution.
- F. Violating copyright law.
- G. Failing to observe licensing agreements.
- H. Engaging in unauthorized transactions that may incur a cost to the institution or initiate unwanted internet services and transmissions.
- I. Sending or posting messages or material that could damage the institution's image or reputation.
- J. Participating in the viewing or exchange of pornography or obscene materials.
- K. Sending or posting messages that defame or slander other individuals.
- L. Attempting to break into the computer system of another organization or person.
- M. Refusing to cooperate with a security investigation.
- N. Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities
- O. Using the internet for political causes or activities, religious activities, or any sort of gambling.
- P. Jeopardizing the security of the institution's electronic communications systems.
- Q. Sending or posting messages that disparage another organization's products or services.
- R. Passing off personal views as representing those of the institution.
- S. Sending anonymous email messages.
- T. Engaging in any other illegal activities.

6.8.5 Workplace monitoring. Trinity Christian College may conduct workplace monitoring to ensure quality control, employee safety, security, and student satisfaction.

Computers furnished to employees are the property of Trinity Christian College and computer usage and files may be monitored or accessed.

Employees can request access to information gathered through workplace monitoring that may impact employment decisions. Access will be granted unless there is a legitimate business reason to protect confidentiality or an ongoing investigation.

Trinity Christian College will make every effort to be sensitive to the legitimate privacy rights of employees and to guarantee that workplace monitoring is done in an ethical and respectful manner.

6.9

POLICY FOR CELL PHONE USE

Adopted by Administrative Council, September 2005

Cell phones must be turned off when in class and other public settings such as lectures and concerts. Camera cell phones must be turned off in locker rooms and other such private places.

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6.10

HOLIDAYS

Trinity Christian College grants holiday time off to all employees on the holidays listed below:

- * New Year's Eve 1/2 day (December 31)
- * New Year's Day (January 1)
- * Good Friday (Friday before Easter)
- * Memorial Day (last Monday in May)
- * Independence Day (July 4)
- * Labor Day (first Monday in September)
- * Thanksgiving (fourth Thursday in November)
- * Day after Thanksgiving
- * Christmas Eve (December 24)
- * Christmas (December 25)

A recognized holiday that falls on a Saturday will be observed on the preceding Friday. A recognized holiday that falls on a Sunday will be observed on the following Monday.

6.11

CHILDREN IN THE WORKPLACE

Trinity Christian College values family and work/life balance. Our employment policies and benefits are indicative of this value. However, the college also needs to maintain an environment that is conducive to work; therefore, the workplace should not be used in lieu of child care.

It is inappropriate for minor children and other minor relatives of employees to be in the workplace during working hours. This policy has been implemented to minimize potential liability, risk of harm to children, and employee and co-worker distractions and disruptions. However, Trinity is sensitive to our employees' child related circumstances; therefore, as necessary, managers and supervisors may grant exceptions at their discretion in emergency or unforeseen circumstances.

In an emergency situation, children are permitted to be on campus during business hours. If children are in the workplace, they must be directly supervised by the host/parent at all times. If the frequency, length, or nature of visits becomes problematic, the employee will be advised of the situation and will be expected to take corrective action. If the situation continues, disciplinary action may be taken. The college assumes no liability for the child/children and his/her actions.

This policy is not intended to prohibit children or other minors and family members from being in the workplace during college-sponsored events. Employees may bring their children to visit their worksite, provided that the visits are infrequent, brief, and planned in a fashion that limits disruption to the workplace.

6.12

PETS IN THE WORKPLACE

Trinity Christian College strives to provide a safe, respectful, and healthy work environment for all employees. While pets can be cute, calm, and well-behaved, they can also be a distraction and disrupt the work of others. Some people may suffer animal related allergies and fears. In addition, a poorly behaved animal can be a safety concern and subject the college to risk of a potential liability. Therefore, it is the policy of Trinity Christian College that pets are not allowed at work or on campus, with the exception of service animals to work or perform tasks for the benefit of a person with a disability.

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6.13

EMERGENCY CLOSING

The operation of Trinity Christian College can be disrupted by emergencies such as severe weather, fire, power failure, pandemic illness, or other circumstances. In extreme cases, these circumstances may require the closing of the campus.

In the event classes are canceled because of weather or other emergencies, the college will submit information to the web-based clearinghouse in the Chicago area: www.emergencyclosings.com

Employees are encouraged to access this site for up-to-date information, which includes details regarding class schedules and cancellations, or if the college is closed. This website will also transmit information to major radio and TV stations in the Chicago area that will include Trinity in their emergency closing lists. Updated information will also be posted to the college website as it becomes available. It is the responsibility of the employee to seek out information regarding the open or closed status of the college.

6.13.1 Emergency closing procedure

Approved by Administrative Council, January 2007

A. Definition: two types of emergency closings.

1. Cancellation of classes (only). Classes can be canceled while the college remains open. Staff are expected to report for work (see section 5.10 of the *Staff Employee Handbook* on the Trollweb under "Human Resources").
2. Closed for business. In this instance, only employees identified as emergency personnel are expected to report for work. If the college is closed for business during a time classes are meeting, their classes are canceled as well.

B. Decision making process.

The decision is to be made by the college president or vice president of academic affairs after consultation with the director of campus safety and security and/or the director of physical plant. These circumstances may be closings due to snow, utility failure, or other instances where advanced warning or time is available to reach a decision through normal administrative channels. We also realize that under certain circumstances (e.g., crisis) an immediate decision may need to be made in the interest of safety and security that requires an instant response on site by designated personnel.

C. Communication of decision to cancel classes or close for business.

1. The vice president of academic affairs or a designee is to submit information to the web-based clearinghouse at www.emergencyclosings.com (submitting this information automatically goes to major media outlets of broadcast) as well as contact the college's webmaster to post the information on the college's website.
2. The vice president of academic affairs contacts a member of the computer services department who generates a mass email alert with the information and also contacts the webmaster to place the information on the website.
3. The director of physical plant places phone announcements on the main switchboard 708-597-3000 and on the adult education main number 708-239-4768.

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D. Adult studies.

In addition to the normal notification of public announcements (listed above), the adult studies directors will generate a mass email announcement to all adult education students.

E. Event cancellation.

The decision making process for emergency cancellation of events is:

1. If a non-college sponsored event is scheduled to take place for which the college is merely the venue and conditions or circumstances dictate the need to cancel the event, a representative of Trinity will contact the event coordinator for consultation so the appropriate communication may be made to the event organizers or promoters. If the event is a college-sponsored event (i.e., Praise & Worship), the respective sponsor will be notified by a Trinity representative of the emergency action and/or announcements posted via campus-wide email and at the venue. Typically, the director of campus safety and security will contact the organization during regular business hours. After normal business hours, the vice president of academic affairs, his/her designee, or the director of campus safety and security will contact the organization.
2. Should a tornado warning or significant severe weather warning be issued for the immediate area prior to the scheduled door opening or start of an event, the event will be canceled for safety reasons. Typically, the director of campus safety and security will contact the organization during regular business hours. After normal business hours, the vice president of academic affairs, his/her designee, or the director of campus safety and security will contact the organization.

Marketing/communications personnel will include language in event contracts stating the college has the right to cancel any scheduled event because of safety or security concerns on campus.

F. Pandemic illness or medical circumstances.

The college may also cancel classes or close the campus in response to a pandemic illness or other medical circumstance. See specific policy and procedure response plan for details. Notification procedure listed above may be followed.

6.14

WORKERS' COMPENSATION INSURANCE

Trinity Christian College provides a comprehensive workers' compensation insurance program at no cost to employees. This program covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. Subject to applicable legal requirements, workers' compensation insurance provides benefits after a short waiting period or, if the employee is hospitalized, immediately.

Employees who sustain work related injuries (no matter how minor an on-the-job injury may appear) or illnesses should immediately inform the director of physical plant and their supervisor and complete an incident report. The director of the physical plant must report the incident and forward a copy of the incident report to the human resources office within twenty-four (24) hours following the incident. This will enable an eligible employee to qualify for coverage as quickly as possible.

Neither Trinity Christian College nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social, or athletic activity sponsored by Trinity Christian College.

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6.15

FITNESS FOR DUTY

During the course of employment, if an employee demonstrates an inability to physically or mentally function appropriately in their position, he/she may be referred to a health care provider for a Fitness-To-Work evaluation. The employee will be required to furnish a physician's certification indicating ability to work in the position including any reasonable accommodation necessary.

6.16

JURY DUTY

Trinity Christian College encourages employees to fulfill their civic responsibilities by serving on jury duty when required. Employees will be required to turn over their jury duty check stub (not the actual check) as a confirmation that they actually served the entire time for which they are getting regular pay.

Employees must submit a copy of the jury duty summons to the vice president of academic affairs as soon as possible so the vice president of academic affairs can make arrangements to accommodate their absence. Employees are expected to report for work whenever the court schedule permits.

Trinity Christian College or the employee may request an excuse from jury duty if, in the judgment of Trinity Christian College, the absence of the employee would create serious difficulties during the academic year.

Trinity Christian College will continue to provide health insurance benefits for the full term of the jury duty absence; however, the employee will be required to pay his/her share of the insurance premium.

6.17

WITNESS DUTY

Trinity Christian College allows employees to appear in court for witness duty when subpoenaed to do so.

The subpoena of the employee should be immediately shown to the vice president of academic affairs after it is received so adjustments can be made to accommodate the absence of the employee.

The employee is expected to report for work whenever the court schedule permits.

6.18

WORKPLACE VIOLENCE PREVENTION

For situations involving non-discrimination and Title IX, policies and procedures in this section are superseded by Trinity Christian College Non-discrimination and Title IX Policies and Procedures, available online at www.trnty.edu.

Trinity Christian College is committed to preventing workplace violence and to maintaining a safe campus environment. Given the increasing violence in society, Trinity Christian College has adopted the following guidelines to deal with intimidation, harassment, or other threats of (or actual) violence that may occur during business hours or on its premises.

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All employees, including supervisors and temporary employees, should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, "horseplay," or other conduct that may be dangerous to others. Firearms, weapons, and other dangerous or hazardous devices or substances are prohibited on the premises of Trinity Christian College.

Conduct that threatens, intimidates, or coerces another employee, student, or member of the public at any time, including off-duty periods, will not be tolerated. This prohibition includes all acts of harassment, including harassment that is based on an individual's sex, race, age, or any characteristic protected by federal, state, or local law.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to the immediate supervisor or call (9)911. This includes threats by employees, students, vendors, solicitors, or other members of the public. When reporting a threat of violence, be as specific and detailed as possible.

All suspicious individuals or activities should be reported as soon as possible to a supervisor. Employees should not place themselves in peril or try to intercede in or become a curious observer of a commotion or disturbance in the work place. Call (9)911.

Trinity Christian College will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities. The identity of the individual making a report will be protected if possible. To maintain workplace safety and the integrity of its investigation, Trinity Christian College may suspend employees, with or without pay, pending investigation.

Anyone determined to be responsible for threats of (or actual) violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action up to and including termination of employment.

Trinity Christian College encourages employees to bring their disputes or differences with other employees to the attention of their supervisors or the human resources office before the situation escalates into potential violence. Trinity Christian College is eager to assist in the resolution of employee disputes and will not discipline employees for raising such concerns.

6.19

CAMPUS PARKING

All students, faculty, and staff wishing to park on campus are required to register their vehicle(s) with the security department and display the appropriate parking sticker. Vehicle registration is conducted throughout the school year and can be done at the security department offices.

Parking for faculty and staff is permitted in any campus parking lot with the exception of the lot designated for senior class students. Parking is only permitted in designated parking spaces within the lots. Parking is not permitted in visitor spaces, designated spaces, or handicapped spaces without the proper placard. Tickets may be issued by the security department for parking violations, with fines being payable in the business office. Ticket appeals may be done on the safety and security section of the Trinity website.

Any vehicle that is parked or left unattended in a location that blocks or impedes traffic may be towed. This includes roadways, fire lanes, or other access areas. The cost of the towing and storage will be charged to the owner or operator of the towed vehicle. The vehicle owner may also be charged for any response fee in the event that a towing company has been contacted and the vehicle is moved prior to its arrival.

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6.20

TRAVEL POLICY

The policy of Trinity Christian College is to reimburse all reasonable expenses for official travel as budgeted, in accordance with the guidelines set forth below. The underlying principle is good stewardship of Trinity Christian College resources. The following guidelines are not absolutes but are to help determine what is reasonable and appropriate. There will be times when it is absolutely necessary to spend more than suggested, and likewise there will be times to spend less. Exceptions should be cleared in advance with the academic affairs office.

With prior approval, employees on business travel may be accompanied by a family member or friend when the presence of a companion will not interfere with successful completion of business objectives. Usually employees are permitted to combine personal travel, provided time away from work is approved. Additional expenses arising from non-business travel are the responsibility of the employee.

A. Transportation.

1. Air fare. Trinity expects air travel to be at the lowest possible rate.
2. Automobile. Travel by private auto is reimbursable on a per mile basis provided such total reimbursement does not exceed equivalent air coach fare, rental automobile, or other reasonable available transportation. All employees are expected to use good judgment when driving for college business.

For example, it may be less expensive to rent a car rather than use the employee's personal vehicle. Refer to the chart below as a guideline to help determine if it is cost-effective to rent a vehicle. In general, renting a vehicle is the most cost-effective option if the number of miles traveled meets or exceeds the number of miles that corresponds with the number of days traveling.

# days	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Total Miles	126	251	377	502	628	753	879	1,004	1,130	1,255	1,381	1,506	1,631	1,757

For example, if an employee is traveling for two days and expects to travel at least 251 total miles, then renting a vehicle is likely to be cost-effective versus using the employee's personal vehicle.

Check with the business office for information on local rental agencies that have a corporate account with the college. Necessary extra cost for food and lodging while en route are not reimbursable if the traveler is reimbursed on a mileage basis in preference to air travel or other public transportation.

3. Rental automobile. Rental autos may be used when such travel is more advantageous to the institution than the use of a taxi or other means of transportation. Advance reservations for compact automobiles should be requested. It is recommended that major agencies such as Enterprise, Avis, Hertz, or Budget are used. (When a rental reservation for a compact vehicle has been made and none is available, rental agencies usually provide a standard vehicle at a compact rate.) The college auto fleet insurance policy covers rentals. Drivers should not purchase the collision damage waiver (CDW) offered by the rental agency.
 4. Taxi and limousine service. Fares including reasonable tips are allowable if no other reasonable public transportation is available.
- B. College fleet vehicles. The college maintains a fleet of vehicles for the business use of certain administrative and maintenance personnel. Only the person authorized to use a college vehicle may operate it. **DO NOT PERMIT OTHERS TO DRIVE COLLEGE VEHICLES.** Use of institutional vehicles for personal or pleasure trips is prohibited. All drivers must report their driver's license information to the business office before using the vehicle.

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Scheduling of cars is the responsibility of individual departments where cars are assigned. Each car contains emergency report information and a log sheet on which mileage is to be recorded. Individual departments pay the cost of leasing and partial costs of repairs. Fueling, cleaning, and maintenance are the responsibility of the physical plant.

C. Travel expenses

1. **Meals.** Actual expense for meals and tips is reimbursable at the approved rate per day. In general, Trinity will reimburse for meals at the rate of \$25-\$30 per day, unless meals are covered by the conference or other manner. Meal expense should be claimed only when there is actual meal expense (e.g., not when the meal is on an airplane or at a meeting where the registration fee includes meals.) Trinity does not provide reimbursement for the cost of alcoholic beverages. For personnel that have been issued a Trinity Christian College corporate credit card, alcohol is not an approved expense and those charges cannot be applied to the account.
2. **Lodging.** When attending a conference, faculty members may stay at the conference hotel even if it is more expensive than others in the area. However, when more reasonable lodging is available and convenient, then faculty members are encouraged to use alternative lodging. Trinity Christian College recognizes that reasonable expense differs according to size of the town and area of the country.
3. **Other necessary miscellaneous expenses.** Reimbursement is provided if properly explained and if supported by vouchers for expenses. (Expenses include items such as special fees for foreign travel, costs of obtaining passports, and registration fees at conferences, conventions.)

Abuse of this travel policy, including falsifying expense reports to reflect costs not incurred by the employee, can be grounds for disciplinary action, up to and including termination of employment.

- D. **Advances.** A cash advance equal to estimated out-of-pocket costs may be requested. Within fourteen (14) days of return, all expenses must be itemized with the cash advance indicated as an offset to the total expense.
- E. **Travel abroad.** Faculty members who are planning to travel abroad for college-funded opportunities must communicate their travel destination to the college at least three months in advance of their departure. For faculty development opportunities, please contact the vice president of academic affairs or designated academic dean. For all other travel abroad, contact the business office controller. This is necessary to ensure adequate insurance coverage for the faculty member while traveling abroad.

6.21

VEHICLE INSURANCE

Trinity Christian College's insurance program is designed to insure institutional property, employees, equipment, and vehicles against the risks of bodily injury, property damage, and liability, and to provide coverage for special perils that are unique to the operation of an educational institution. A local insurance firm is designated by the board of trustees as the institution's insurance agent of record. This firm works with the vice president for finance and administration to provide insurance coverage and to advise the administration on the adequacy of its coverage.

- A. **Insurance for non-Trinity Vehicles.** The automobile insurance policy of Trinity Christian College covers all vehicles used by the institution, including privately owned vehicles used for institutional business when requested. The college insurance covers Trinity Christian College for its liability exposure when employees use their own cars on Trinity Christian College business. The employee's own policy will protect him/her and his/her car. In Illinois the primary insurance follows the car. For example, if an employee is in an accident on college business and the personal auto insurance is with AETNA, AETNA will respond and pay the damages (subject to the deductible) medical bills, and the damage caused to the other driver.

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The fact that the employee was on Trinity Christian College business may mean that Trinity Christian College will be brought into the claim and/or suit. If this is the case, Trinity Christian College insurance will respond and protect the college. Trinity Christian College insurance, by law, will not reimburse the employee for his/her damage, his/her deductible, or the damage his/her negligence may have caused.

Workers' compensation insurance from Trinity Christian College, that covers all employees while working, would respond to the employee's bodily injury and/or lost income if he/she is unable to work. All accidents involving institutional vehicles must be reported immediately to the director of the physical plant. In cases of gross negligence, or when damage to a college vehicle involves a deductible, the driver may be required to reimburse the college for the amount of the deductible. Accidents will be reviewed by the director of the physical plant, the driver, and the supervisor to determine fault and discuss reimbursement of deductible.

- B. Rental Cars. The college auto fleet insurance policy covers the rentals for college business, and therefore drivers need not purchase the collision damage waiver (CDW) offered by the rental agency. It is recommended that major agencies (e.g., Enterprise, Avis, Hertz, Budget) are used.

6.22

MILEAGE REIMBURSEMENT

Approved by Administrative Council, February 6, 2007

Trinity will use the IRS rate for mileage rate.

6.23

FUND RAISING GUIDELINES FOR DEPARTMENTAL, NON-BUDGETARY, NON-CAMPAIGN PURPOSES

Approved by Administrative Council, October 2005

The following guidelines are designed to provide a process and appropriate parameters for Trinity Christian College departmental fund raising for non-budgetary and non-campaign purposes. These guidelines are put into effect in order to:

- A. Avoid confusion between the college and our donors.
- B. Better orchestrate communication with our donors.
- C. Offer assistance and direction to those seeking to raise funds for departmental needs.

The college advancement staff is ready to answer any questions concerning these guidelines. If questions arise, please contact the vice president for advancement

- A. Process.
 - 1. Initial requests for fund raising approval will always begin with the department chair. Faculty and staff who desire to do non-budgetary fund raising must first seek the approval of their respective supervisor.
 - 2. The department chair and appropriate staff will put the fund raising request in written draft form and submit it to the vice president for advancement.

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3. The department head and the vice president for advancement will then review the written draft together and compile a more comprehensive fund raising plan that will then go to ad council for approval. Included in that comprehensive fund raising plan will be:
 - a. Project(s) to be funded.
 - b. Desired approach for raising funds.
 - 1) Mail
 - 2) Person to person
 - 3) Event
 - 4) Phone
 - c. Complete list of people being solicited.
 - d. Timeline for solicitation.
 4. Final approval of the fund raising plan rests solely with ad council and the respective ad council member will communicate back to the department chair regarding that approval.
- B. Parameters.
1. All fund raising done for departmental, non-budgetary, and non-campaign purposes must first and foremost fall within the guidelines of the Internal Revenue Service.
 2. All contributions given to the fund raising efforts must be processed through the college advancement office and will be receipted accordingly.
 3. All checks received should be made payable to Trinity Christian College with the project being funded clearly indicated on the "memo" line.
 4. The advancement office staff will assist departmental, non-budgetary, and non-campaign fund raising in any way possible, but all related expenses to this fund raising will be incurred by the department initiating the fund raising. Additional costs will be taken out of the proceeds if the advancement staff spends significant time assisting these fund raising efforts.

6.24

PROTOCOL FOR PARTNERSHIP EVENTS AND FACILITY RENTAL

Adopted by Administrative Council June 2005, Revised May 2007

6.24.1 Background. There are many offices and departments that often partner with outside groups to host an event. Examples include our Church Connection Initiative at Trinity partnering with Classis Chicago South of the CRCNA, Trinity partnering with the Chicago Women's Conference, and the social work department partnering with a professional association to have a day-long training event.

Although it is clear that our departments and offices need not pay rent to use facilities for their special events, the answer becomes less clear when the event represents a partnership which includes an external group.

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6.24.2 Protocol

- A. When a Trinity office or department desires to reserve a specific campus venue (e.g., Ozinga chapel auditorium) in tandem with an external group, the requesting person should first seek the appropriate ad council member for a step two review.
- B. A step two review requires the ad council member to carefully question the asking individual about the external group and their capacity for financial contributions. The ad council member then brings it to ad council and together they decide whether the request should incur a charge or not. The original ad council member puts his/her decision in the form of a memo to the individual with appropriate cc's to those involved.
- C. With the decision of the ad council, the Trinity individual seeking to make a reservation then makes the reservation through normal channels, presenting the memo as needed so the issue of charge/no charge is clear at the outset.

Charges: If the rental fee is dropped, what about other charges?

- a. Food charges happen with no revisions.
- b. AV services.
 1. The default position is that 50% of the appropriate AV charge (not including labor – that remains at 100%) should be levied. Rationale: A partnership means, roughly, 50% is Trinity and 50% is someone else. Therefore, no need to “charge” Trinity.
 2. If the Trinity department/office believes the 50% charge for AV service (along with the 100% labor charge) will present a hardship, they may make such a case in step one. Ad Council will make the final determination.

6.25

FERPA

The Family Education Rights and Privacy Act of 1974, commonly known as FERPA or the Buckley Amendment, is a federal law that protects the privacy of student education records. It applies to all educational agencies or institutions that receive funds under any program administered by the Secretary of Education. For more information, contact the registrar's office and/or visit the registrar's website.

6.26

WAIVER OF LIABILITY REQUIREMENT

Trinity Christian College
Requirement for Waivers of Liability
{Addition to Faculty and Student Handbooks}
November 2008

Purpose for the Waiver of Liability Requirement: To establish a reasonable and balanced approach to managing risks at the college for events on and off the campus.

There are three zones for managing risk at the college.

Green – activities that clearly involve a relatively limited risk for the college. We assume these risks and do not require the participants to sign a waiver for involvement in the activity.

Examples:

- Attending passive events like lectures and musical performances.
- Intramural events that are not high risk or contact in nature.

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- Internship placements (student teachers, nursing internships, etc., are covered by separate policy for limited professional liability).
- Attendance of professional conferences.
- Visit Day student attendance in a class.
- Concert / symphony / ballet / opera attendance.
- Worship experiences.
- Lake Katherine trip for specimen collection (as long as it does not involve excursions off the trail, in rough terrain, heavy work, etc.).
- Trip to the Loop for an architectural walking tour.

Yellow – activities that require judgment to determine whether it is prudent to require a waiver prior to participation. The determination is to be made by consultation with the controller or vice president for finance and administration. Those under 18 years of age will be required to have parental (or equivalent) approval prior to participation.

Examples:

- Concert attendance, if active participation is involved.
- Service project in the community.
- Non-class involvement in sculpture or woodworking.
- Non-class experiment in a lab.

Red – activities that are clearly high risk in nature. We assume the risk of these activities, have insurance to offset the risk, and require a waiver to be signed by all participants. Those under 18 years of age will be required to have parental (or equivalent) approval prior to participation.

Examples:

- Intramural flag football, soccer, or basketball (contact sports, not chess, debate, etc.).
- Athletic camps.
- Participation in a running event.
- Service to an Aids group.
- Varsity sports.
- Low or high ropes course program for teamwork or leadership development.
- Visit Day student participation in on campus athletics (practice with athletes, or contact intramural sport).

Note: International travel is addressed by a separate policy for international activities.

Selection of a waiver of liability form to use:

Where waivers are required, there are numerous sample forms to choose from. Use the waiver that is most specifically designed or related to the activity. The various forms available are located in the Business Office Resource Manual (Trollweb, Business Office, Business Office Resource Manual). If you would like assistance selecting the most appropriate waiver, please contact the controller.

Requirement of a certificate of insurance with Trinity named as additional insured:

The requirement is covered elsewhere in the manual. Basically, any time someone from another entity comes to campus for a function (including maintenance and repair in nature) or event, we require a certificate with Trinity named as additional insurance prior to the arrival of the participants. This determination is made without regard to the risk level of the event.

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6.21

TRINITY CHRISTIAN COLLEGE GUIDELINES FOR USE OF OFF-CAMPUS FOOD PREPARERS September 2007

Factors to consider:

- The school's liability exposure is significantly greater when allowing unapproved non-college caterers access and use of your facilities. The risk of food poisoning and bodily injury could result in a substantial judgment against the college.
- Facility use and upkeep can be better controlled through procedures that require adherence on the part of on-campus staff.
- Contracted foodservice providers should be able to provide for all campus needs. Flexibility in service and pricing should enable them to adapt to most budget constraints.
- Contractual terms with Creative Dining restricts the use of off-campus caterers. This wording is supported by standard language in our contracts with outside groups coming on campus.
- While certain on-campus functions will be excluded from this overall policy, the liability concerns are still real.

Policy

Creative Dining shall provide catering for all off-campus (external) groups requesting food service on campus. Because of safety and insurance concerns, no other group will be able to utilize any of the kitchen facilities, including ovens, microwaves, hotplates, etc. No other catering vendor shall be permitted to provide service for catered events for off campus groups, unless approved in advance by Creative Dining and the vice president for finance and administration.

All authorized catering vendors shall supply the college with a Certificate of Liability Insurance evidencing Comprehensive General Liability Limits of at least \$1,000,000 per occurrence and \$2,000,000 aggregate including Products and Completed Operations coverages and Workers' Compensation coverage of at least \$100,000 per sickness/accident and \$500,000 aggregate naming TRINITY CHRISTIAN COLLEGE, its employees, directors and officers as Additional Insureds, 6601 West College Drive, Palos Heights, IL 60463.

For smaller, College-sponsored internal functions such as coffee breaks, receptions, late night snacks, committee meetings, etc., Creative Dining will be provided with the opportunity to quote the cost for service where the event is planned in advance and involves more than 5 people. Creative Dining will make every effort to price these offerings so that the decision is not made based on price differential. This excludes informal preparation of cookies, cakes, muffins, brownies, or baked goods from home. It also excludes pizza, sandwiches, doughnuts, bread, etc., purchased from a local and reputable establishment. It does include any other prepared food that might require temperature control for safe serving.

Meetings of 5 or fewer, and last minute food needs will be allowed as long as food served is cookies, cakes, muffins, brownies, or baked goods from home, or pizza, sandwiches, doughnuts, and bread purchased from a local and reputable establishment. These should be eaten within a short period of time and should also be individually wrapped (referring to purchased items only) when brought onto campus. Cups, plates, utensils, etc. will be provided on their own, and cleanup is the responsibility of the group providing the food. Any food served should be protected reasonably from elements and from inappropriate temperatures.

September 3, 2007

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6.28

BULLETIN BOARD / POSTERING POLICY

(Revised September 2017)

Campus Poster and Advertising Guidelines

Posting and advertising to Trinity Christian College students, faculty, and staff is a privilege offered to approved student organizations, college offices, academic departments, and outside organizations. The following guidelines have been created to help support an engaging atmosphere, clarify campus postings spaces, and protect college property.

Approval: All posters, advertisements, and flyers must be submitted to the **Student Life Office** for approval. Posters must pass the following checks in order to be approved and posted:

- The group is posting no more than 25 posters per event
- Sponsoring group or organization's name is printed on the poster
- Date, time, and location of the event is printed on the poster
- The event is in compliance with Student Life and campus policies

Posters without an approval stamp or that are placed over other advertisements will be removed immediately.

Posting Around Campus: A comprehensive list of approved posting locations organized by building is included on the 2nd page of this document – please reference this list before hanging posters or advertisements. Please adhere to the following expectations when posting around campus.

- Posters and flyers may appear only in approved areas*. Exception will be made at the discretion of the Academic Affairs and Student Life Office, or Physical Plant for emergency announcements.
- Posters and flyers appearing on other spaces or surfaces will be removed immediately. Posters may not be taped to any windows or entrance doors. Paneling, trees, light posts and poles, garbage cans, etc. are off-limits for posters.
- Campus organizations are responsible for removing posters once the event is finished or they have expired. Please remove and recycle by end date designated or within 48 hours of the event date.
- You may remove posters of past events to clear space for your poster – do not remove current posters to create more space for your own advertising purposes.
- Posters placed in plastic sign holders in approved spaces must be 11x17.

Time limits of posting: The maximum length of time for an approved poster is 3 weeks (21 days). This time limit is due to space limitations and student habits.

Approved Posting Methods: Certain kinds of tape can damage painted and other surfaces. Blue painters tape is the only approved tape for posting on solid surfaces. Duct tape, scotch tape and packing tape are no longer permitted for posting around campus. For aesthetic purposes, please roll tape and place on the back of the posters. Pushpins or staples are recommended for campus bulletin boards and poster strips.

Request for Guidelines Exemptions: Requests for exemption from these guidelines must be submitted to the Director of Student Programs at least 5 days before want to posting on campus. Requests should include name of organization, main contact and advisor if a student organization, and description of intended advertising strategy.

College Office and Department bulletin boards are not considered campus advertising space and are instead used for important updates and department communications. Please do not post advertisements on these designated spaces.

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Approved Posting Locations

Classroom Building: Stairwell of the classroom building - poster strips and walls

- Bulletin board in the south entrance

Heritage Science Center: Stairwell poster strips – both sides of the building

Art and Communication Center (ArCC):

- Bulletin boards above the drinking fountains on 1st and 2nd floor in the ArCC
- Pressure bars in the main stairwell
- Sign Holders on the windows – priority given first to Art and Theatre events, then events hosted by the Music Department, then other campus wide events.

Molenhouse Student Center:

- Support columns in lower level
- Open space to the left of the activities monthly calendar
- Yellow wall on entrance side of the Alumni Office (no posters in the alumni lounge)

Dining Hall: Sign holders in the windows and designated spaces on the bulletin board at the stop of the stairs

Bootsma Bookstore and Café:

- “Upcoming Events” area to the right of the bridge-side entrance
- Bulletin board by the microwave

Residence Halls:

- South Hall – Bulletin boards in main lobby, sign holders in entrance windows
- West Hall – poster strips in main lobby, stairs, and second floor lobby
- Tibstra Hall – bulletin board in entranceway, “upcoming events” area in stairwell
- Alumni Hall – poster strips in main lobby, entrance to first floor hallway, stairwells, and landing for each floor. Support columns for the lobby stairs.

DeVos Athletics and Recreation Center

- Poster strips in fitness center entranceway
- Wall above drinking fountains inside of the fitness center (1st and 2nd floor)

Huizenga Memorial Library

- Sign holders in the entrance windows
- Bulletin board by the main printer inside of library
- Poster strips between restrooms
- Wall above printing station monitors in library atrium

Ozinga Chapel

- Sign holders in the entrance windows

Campus Kiosks – outdoor campus kiosks may be used with special permission – please request approval to use these spaces from the Director of Student Programs in the Student Life Office.

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6.29

Whistleblower Protection Policy

For situations involving non-discrimination and Title IX, policies and procedures in this section are superseded by Trinity Christian College Non-discrimination and Title IX Policies and Procedures, available online at www.trnty.edu.

A whistleblower, as defined by this policy, is an employee of Trinity Christian College who reports an activity of an employee or agent of the college that he/she legitimately considers being a questionable or improper accounting or auditing matter, or appears to be other serious conduct in conflict with college administrative policies and procedures, including the college's *Business Ethics and Conduct* policy (Section 1.04 in the *Staff Handbook*). The whistleblower is not responsible for and must not be involved in investigating the activity or for determining fault or corrective measures. Appropriate management officials are charged with these responsibilities.

Objectives

The objectives of this policy are to establish policies and procedures for:

- The submission of concerns regarding questionable accounting or auditing matters by employees, directors, officers, and other stakeholders of the organization.
- The receipt, retention, and treatment of complaints received by the organization regarding accounting, internal controls, or auditing matters.
- The submission of concerns and treatment of complaints regarding violations of any federal, state, or local law related. This policy is not intended to replace any investigation procedures provided under other Trinity policies.
- The protection from retaliatory actions of directors, volunteers, and employees reporting concerns.

Examples of illegal or dishonest activities are violations of federal, state, or local laws; billing for services not performed or for goods not delivered; fraudulent financial reporting; forgery; and other related illegal acts.

Complaint Procedure

If an employee has knowledge of or a concern of illegal or dishonest activity by an employee or agent of the college, the employee must immediately contact the vice president for finance and administration. If the whistleblower's complaint involves actions of the vice president for finance and administration, the whistleblower must file the complaint with the president. If the whistleblower's complaint involves actions of the president, the whistleblower must file the complaint with the chairperson of the finance & audit committee. Employment related for concerns regarding staff members should continue to be reported through the Problem Resolution Policy (Section 7.18 in the *Staff Handbook*); concerns regarding faculty members should be reported according to the Disciplinary Measures and Procedures policy (Section 2.11 in the *Faculty Handbook*).

The individual receiving the complaint will be responsible for conducting a prompt and thorough investigation.

All reported illegal or dishonest activities along with the results of the investigation and corrective action will be forwarded to the finance & audit committee in accordance with the procedures set forth herein. The finance & audit committee shall be responsible for reviewing the allegations and any investigative activities already performed to determine the appropriateness of corrective actions taken or that may still be needed, and making appropriate recommendations to the board of trustees, if warranted. In addition, action taken must include a conclusion and/or follow up with the complainant for complete closure of the concerns. The employee must exercise sound judgment to avoid baseless allegations. An employee who intentionally or recklessly files a false report of wrongdoing is not a whistleblower and is subject to discipline up to and including termination.

Employees with any questions regarding this policy should contact the vice president for finance and administration.

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Confidentiality. Insofar as possible, the confidentiality of the whistleblower is maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law, and to provide accused individuals their legal rights of defense.

Non-Retaliation. There shall be no retaliation against the whistleblower as a result of a report of illegal or dishonest activity, and/or during and/or after the investigation.

Any whistleblower who believes he/she is being retaliated against must contact the vice president for finance and administration immediately who, in turn, informs the finance & audit committee. If the whistleblower believes he/she is being retaliated against by the vice president for finance and administration, he/she must contact the president who, in turn, informs the finance & audit committee. Or, if the whistleblower believes he/she is being retaliated against by the vice president for finance and administration and the president, he/she must contact the chairperson of the finance & audit committee.

When a whistleblower alleges retaliation, the finance & audit committee shall be responsible for reviewing the allegations and any investigative activities already performed to determine whether retaliation has occurred, setting forth corrective action as needed and making appropriate recommendations to the board of trustees, if warranted. In addition, action taken must include a conclusion and/or follow up with the complainant for complete closure of the concerns.

The finance & audit committee has the authority to retain outside legal counsel, accountants, private investigators, or any other resource deemed necessary to conduct a full and complete investigation of the allegations.

Failure to Act. If there is no investigation conducted by the responsible party, the whistleblower must contact the president of the college or the chair of the board of trustees if the allegation is that the president or the finance & audit committee failed to act.

6.30

Military Leave

Military Leave

A military leave of absence will be granted to employees who are absent from work because of service in the U.S. uniformed services in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA). Advance notice of military service is required, unless military necessity prevents such notice or it is otherwise impossible or unreasonable. The leave will be unpaid.

Continuation of health insurance benefits is available as required by USERRA based on the length of the leave and subject to the terms, conditions and limitations of the applicable plans for which the employee is otherwise eligible.

Employees on military leave for up to thirty (30) days are required to return to work for the first regularly scheduled shift after the end of service, allowing reasonable travel time. Employees on longer military leave must apply for reinstatement in accordance with USERRA and all applicable state laws.

Employees returning from military leave will be placed in the position they would have attained had they remained continuously employed or a comparable one depending on the length of military service in accordance with USERRA. They will be treated as though they were continuously employed for purposes of determining benefits based on length of service. Contact the human resources office for more information or questions about military leave.

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Illinois Family Military Leave Act

In accordance with the Illinois Family Military Leave Act, Trinity Christian College will provide eligible employees up to thirty (30) days of unpaid time off for family military leave. Eligible employees are limited to spouses and parents of individuals called to military service of at least thirty (30) days length by the State of Illinois or the United States. All employees who have worked for at least twelve (12) months and are scheduled for at least 1,250 hours of service during the twelve (12) month period immediately preceding the commencement of the military leave are eligible.

Employees wishing to take family military leave must give at least 14 days advance notice if the leave is to consist of five (5) or more consecutive workdays. If the leave consists of less than five (5) consecutive workdays, the employee must give reasonable and practicable notice. Employees are to make every attempt to schedule the leave so as to not unduly disrupt the operations of the College. Certification from the proper military authority to verify the employees' eligibility for the leave must be submitted with the completed Request for Leave of Absence form. The military leave need not be taken all at once, and may be taken in smaller increments as long as the leave is taken during the time period that deployment orders are in effect.

During the period of military leave, if the employee participates in the group health insurance plan, the employee will continue to receive coverage on the same basis as if the employee was actively at work. During the military leave the college and the employee must continue to pay their usual respective portions of the group health insurance premium. If the terms of the college's group insurance plan change during the period of the leave, the same coverage provisions which apply to other employees will also apply to the employee on leave.

Upon return from leave, the employee will be reinstated to the position held immediately before the leave, or to a position with equivalent terms and conditions of employment. If the employees' position is eliminated during the military leave, however, the employee will not be entitled to return to the former position or even to an equivalent one. Please direct any questions you might have regarding family military leave to the human resources office.

6.31

Indirect Costs for External Grants

Approved by the Committee on Planning and Resources, November 20, 2006

Federal and other grants often offer an indirect rate to compensate the college or university for costs associated with a grant program but not specifically tied to concrete expenses. Thus, dollars for indirect costs are meant to cover the things that cannot be neatly captured in a grant budget.

While it is immediately clear that indirect costs such as lights, heating, and copying should be covered by such indirect grant contributions, there is another category of indirect costs that are more ambiguous and difficult to track: the scholarly efforts that bring a grant proposal to fruition. For example, to write a competitive proposal, a faculty member must be "on top of his or her game," which involves remaining current in readings, attending conferences, engaging in other scholarly writing or research activities. How would we charge such activity even to an indirect line in a grant budget?

Some institutions of higher education have developed innovative ways to capture and fund such scholarly activities if one considers such activities as an ongoing cycle of institutional activity. These institutions capture some of the indirect monies in special funds that further stimulates and supports scholarship.

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Recommendation:

1. That 50% of indirect funds of a given grant go to the general operating budget for costs such as lights, heating, copying, etc.
2. That 25% of the indirect funds of a given grant go to a special academic affairs fund that stimulates scholarly and programmatic research and activity.
3. That 25% of the indirect funds of a given grant go to the originating department to be used to stimulate scholarly and programmatic research.

Implications:

For the second recommendation, the academic affairs office will use the fund to fund special scholarly and programmatic research and activity. As the fund begins and holds only a small amount money, the vice president of academic affairs can award these dollars at his/her discretion. When the college begins receiving more such grants, the vice president of academic affairs will develop a procedure by which application can be made for support from this fund. While now and in the future we expect the majority of those seeking support from the fund will be faculty, other professional educators at Trinity may also seek support from the fund. Likewise, this rule applies not only to grants received in the service of academic efforts, but also to grants received by the college in other areas (e.g., Department of Health and Human Services grants for counseling services).

6.32

Email Post-Separation

Approved by the President's Cabinet, April 13, 2015

Access to a former employee's email account shall be disabled by the computer services department following separation from the organization.

1. If the former employee was terminated, he/she will no longer have access to the email account.
2. If the former employee voluntarily separates (retires or resigns), he/she may request the president's council approval to keep the email account active for a period of time to be mutually agreed upon by the former employee and members of the president's council. If the email address remains active for a time after separation, the former employee's email account shall be removed from all internal distribution group lists.

6.33

Office Space Post-Separation

Approved by the President's Cabinet, June 9, 2015

On-campus office space for faculty members is reserved for those who are in a position of ongoing employment. Faculty members who have resigned, retired, or whose employment is terminated are expected to vacate college office space within two weeks after grades are due in the last term of instructional obligation under their final contract. In cases of voluntary separation (i.e., faculty member retires or resigns), he/she may request vice president of academic affairs approval to retain office space for a period of time not to exceed 45 days. In this case, specific dates are to be mutually agreed upon by the exiting employee and vice president of academic affairs.