

FACULTY HANDBOOK

2018



TCM

INTERNATIONAL INSTITUTE

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Our Values

Developing leaders for significant service is a holistic venture based upon the core values of Learning Lifestyle, Christian Maturity, Servant Leadership, and World Christian Vision.

Learning Lifestyle is a continuing process. Thoughts and feelings must be centered in God's Kingdom values and priorities. Mind, body, and spirit must continue to learn how to filter all of life through the lens of Christ. Every course and every activity seek to pursue the subject by examining course and activity content in light of the ministry of Christ as expressed in Scripture.

Christian Maturity is at the heart of Christian leadership. Our being must be conformed to the image of Christ—to love Him with the whole heart, mind, soul, and strength. Every course is carefully designed to emphasize becoming like Christ, as well as knowing and serving Christ.

Servant Leadership means learning to take up the towel. Every privilege carries its responsibility. Every position has its purpose. Servant Leaders for God's Kingdom must learn to use every possible opportunity and influence to serve His ends by His means. Every avenue of service will be presented and examined from this perspective.

World Christian Vision is involving ourselves in relevant, global ministry means seeing the world from God's Kingdom perspective. Cross-cultural and international service is based upon the model of engagement demonstrated by a creative and incarnational God.

Our Mission

TCM International Institute develops Christian leaders through higher education for significant service.

Our Vision

That every nation will have effective leaders of disciple-making movements impacting their churches, cultures, and countries for Christ.

Program Goals

Students who complete a TCM program should:

1. Practice classic Christian spiritual discipline and demonstrate the Fruit of the Spirit. Students who work in a church, parachurch organization, or other venue need to bring a personal ethic that demonstrates the impact of the life and teaching of Jesus on their personal character. This goal sees students increasing use of eight classic spiritual disciplines in their personal and corporate life, and who can construct a culturally appropriate program of discipleship.
2. Integrate key principles and exegetical methods in Biblical interpretation. This goal will find students who demonstrate skill in the acquisition and use of exegetical methods and are able to prepare and deliver sermons and lessons that bridge ancient contexts for contemporary application.
3. Communicate effectively the Christian faith contextually and culturally. Students discover that ministry is an ongoing extension of the purpose and work of Jesus in the contemporary world and find the practice of ministry in many different venues. Students who meet this goal will create a plan of delegation that empowers others to lead and be able to construct a strategy of self-care that enables growth in self and in others.
4. Demonstrate effective servant leadership that is dedicated to the growth of others and committed to building values-driven relationships. Students discover that the responsibility of communicating the Christian faith to others is not the responsibility of professional clergy alone. In meeting this goal, students will employ oral and written skills in communicating the faith story within various cultures and engage in disciple-making processes that produce disciples who make disciples.

We are committed to excellence in all things, believing that character drives commitment and competence.

PART 1. PURPOSE, ORGANIZATION AND GOVERNANCE

Section 1: Mission and Goals

A. Mission

TCM International Institute develops Christian leaders for significant service through higher education

B. Educational Goals

To accomplish its educational purpose, TCM International Institute offers one program, Organizational Leadership, with one certificate and two degrees, and helps supervise Ph.D. students in theology.

Students who complete the TCM program should:

1. Practice classic Christian spiritual disciplines and Demonstrate the Fruit of the Spirit. Students who work in a church, parachurch organization or other venue need to bring a personal ethic that demonstrates the impact of the life and teaching of Jesus on their personal character. This goal sees students increasing use of eight classic spiritual disciplines in their personal and corporate life, and who can construct a culturally appropriate program of discipleship.
2. Integrate key principles and exegetical methods in Biblical interpretation. This goal will find students who demonstrate skill in the acquisition and use of exegetical methods and are able to prepare and deliver sermons and lessons that bridge ancient contexts for contemporary application.
3. Communicate effectively the Christian faith contextually and culturally. Students discover that ministry is an ongoing extension of the purpose and work of Jesus in the contemporary world and find the practice of ministry in many different venues. Students who meet this goal will create a plan of delegation that empowers others to lead and be able to construct a strategy of self-care that enables growth in self and in others.
4. Demonstrate effective servant leadership that is dedicated to the growth of others and committed to building values-driven relationships. Students discover that the responsibility of communicating the Christian faith to others is not the responsibility of professional clergy alone. In meeting this goal, students will employ oral and written skills in communicating the faith story within various cultures and engage in disciple-making processes that produce disciples who make disciples.

The United States offices are in Indianapolis, Indiana; the European center is at Haus Edelweiss, Heiligenkreuz, Austria. The Institute offers a structured program of study taught in English and several other translated languages. The majority of courses are hybrid courses

involving both online and a face-to-face (F2F) instruction time. There is a limited number of totally online courses. Hybrid courses require 3 months (100 hours) of work online and a face-to-face class session (25 hours). The face-to-face class sessions are delivered in mentoring several centers throughout the world. Please consult the TCM website for the current schedule.

C. Educational Philosophy

TCM is committed to the restoration of all creation to God through our Lord Jesus Christ. God's Word serves as our guide for faith, life, and teaching and we filter and critique all areas of study through it. Our model is Jesus, crucified and raised. Our method is discipleship. Our Counselor, Strength, and Guide is God's Holy Spirit.

Discipleship for God's Kingdom is a holistic venture involving the faculties of knowing, serving, and becoming. At TCM, we are convicted that we reproduce after our own kind. As Jesus told us, "A student is not above his teacher" (Luke 6:39)—in thinking, serving, and being. We are committed to an educational model that makes disciples who in turn can make disciples.

The mind must then be transformed. Though thinking is a critical component, it is still but one facet of knowing. Thoughts must be centered in Kingdom values and priorities. Mind, body, and spirit must learn how to filter all of life through the lens of Christ. Every course and activity seek to pursue the course subject by examining class content in light of the ministry of Christ as expressed in Scripture.

Service must be transforming. Service means to learn to take up the towel. Every privilege carries its responsibility. Every position has its purpose. Servants for the Kingdom must learn to use every possible opportunity and influence to serve His ends by His means. Every ministry will be presented and examined from this perspective.

Becoming is at the heart of Christian leadership. Our being must be conformed to the image of Christ—to love Him with the whole heart, mind, soul, and strength. TCM designs every class to emphasize becoming like Christ as well as knowing and serving Christ.

TCM chooses mature, Christian faculty who exhibit godly character. They are chosen to teach on the basis of their Christian commitment and growth, practical experience, cross-cultural skills, scholastic excellence, and non-denominational orientation. Our faculty is culturally diverse, coming from different areas of the world.

D. History

When TCM was founded her purpose was to assist the churches in Eastern Europe held captive behind the Iron Curtain in whatever ways those believers needed. TCM provided Bibles, Christian literature, benevolence items, and seminars for pastors and church leaders.

When the communist dictatorships collapsed, and the Eastern European church leaders were asked what they most needed, their overwhelming response was graduate education in practical theology. As a result, TCM created the graduate school, offering certificate, Master of Arts, and Master of Divinity degrees. In recent years the term "practical theology," created

some issues with students from many countries. Therefore, the faculty voted to change the degree to Organizational Leadership, our one program.

Originally focusing on Eastern Europe, it was soon evident TCM also needed to focus on Central Asia. God had a bigger idea and soon students from around the world began their courses of study.

TCM's history reflects its Core Values, which are a Learning Lifestyle, Christian Maturity, Servant Leadership, and World Christian Vision. Being committed to these core values has meant that through all the changes TCM is still committed to its mission and vision statements.

Section 2: Governance

A. Board of Directors

The Board of Directors is the legal custodian for TCM International Institute. The Board is responsible for policy, financial, and personnel decisions for the Institute.

Specifically, duties include:

- Selecting the President
- Approving budgets
- Establishing policy for the work of TCM

The Board meets twice annually.

Directors are recommended by a nominating committee to the Board who confirms their appointment. Appointment is for a four-year term.

B. International Advisory Board

The International Advisory Board is composed of the President and select Regional Representatives who supervise TCM work in their countries. Specifically, duties include:

- Reviewing the policies and procedures of TCM to assure cultural relevancy and recommending any necessary changes to the Board of Directors
- Making logistical decisions regarding the Institute
- Reporting their recommendations and actions to the Board of Directors
- Recruiting and screening students applying for admission to the Institute

This group meets annually. Representatives attend as time and schedules permit.

Section 3: Academic Administrative Structures

*For a description of the entire institutional administrative structure, see the TCM Organizational Chart and the Board of Directors Handbook.

A. Academic Oversight Committee of the Board

The purpose of this committee is to monitor curricular and faculty changes and recommendations and to recommend to the Board relevant actions for the academic program. The committee is appointed by the Board.

B. Vice President of Educational Advancement/Academic Dean/ Chief Academic Officer (CAO)

The CAO is responsible for managing the academic program of TCM International Institute. Specifically, the CAO:

- Arranges class schedules in consultation with the TCM President and staff
- Recommends faculty candidates to the President.
- Develops, evaluates, and revises curriculum in consultation with the Curriculum Committee, Director of Academic Services and the faculty.
- Facilitates faculty members' evaluation.
- Coordinates accreditation relationships.
- Oversees activities related to assessment of student learning.

The Vice President of Educational Advancement/Academic Dean/CAO is appointed by the President and is evaluated annually by the President.

C. Assistant Dean

The Assistant Dean works closely with the Vice President of Educational Advancement/Academic Dean in managing the academic program of TCM International Institute. Specifically, the Assistant Dean:

- Works with the Vice President of Educational Advancement/Academic Dean to design and implement assessment of ongoing research projects of Master and Doctoral students.
- Assists the Vice President of Educational Advancement/Academic Dean to design and implement annual research and student data collection.
- Assists the Vice President of Educational Advancement/Academic Dean with student issues at Haus Edelweiss.
- Assists the Vice President of Educational Advancement/Academic Dean with curricular responsibilities (e.g. design, assessment, scheduling).
- Works with Faculty and Student Support by teaching as needed in areas of specialization and supervising theses and doctoral dissertations as needed.

D. Vice President of International Operations

The Vice President of International Operations works closely with the President and Chief Academic Officer to make sure that all logistical and operational matters are handled in a professional and timely manner.

E. Registrar

The Registrar is responsible for academic recordkeeping. Specifically, the duties include:

- Registering students
- Maintaining academic records
- Overseeing the administration and recording of students' evaluations of classes
- Overseeing academic services, including admissions, online delivery, professor orientations.
- Supervising academic services personnel

The Registrar is appointed by the President in consultation with the CAO.

F. Academic Administration

Student Services

The Student Services offices provide advising and academic support to students. Specifically, the duties include:

- Serving as academic advisor for all students, guiding them in the completion of their programs
- Maintaining contact with all students, providing necessary information about class schedules
- Working with students to obtain necessary visas to study
- Maintaining admission materials and facilitating the admissions process
- Coordinating logistics for classes with the Regional Representatives
- Maintaining assessment records in conjunction with the Director of Assessment
- Collecting and maintaining necessary files on the faculty, i.e. transcripts, CVs, etc.
- Collecting and maintaining course syllabi.

The Student Services workers are appointed by the President in consultation with the Vice President of International Operations and are evaluated annually by the Director of Academic Services and Vice President of International Operations .

Admissions Committee

The Admissions Committee is comprised of the CAO, Assistant Dean, and Registrar. The Student Services office collects and begins the admissions process. This committee then considers all student applications for admissions and determines their acceptance or rejection.

Information Services

Information Services provides technical support to the academic program. Specifically, the duties, as they relate to the Institute, include:

- Overseeing the computer operations in Europe
- Working with the CAO and VPIO to help with student support

The Director of Information Services is appointed by the President in consultation with the

Vice President of International Operations and is evaluated annually by the Vice President of International Operations.

Librarian

The Librarian is responsible for administering library services and resources. Specifically, duties include:

- Providing library services related to the purposes of the Institute
- Providing reference services to students and faculty
- Administering policies and regulations to develop the resources of the library
- Preparing resources for student use.

The Librarian is appointed by the President in consultation with the Vice President of International Operations and Vice President of Educational Advancement/Academic Dean and is evaluated annually by the Dean. The librarian is directly responsible to the Dean.

Section 4: Faculty Administrative Processes

A. Faculty Meetings

TCM supports the principle of academic governance while at the same time recognizing that legal and fiduciary responsibility for the Institute rests with the Board of Directors. The faculty guides the academic mission of the Institute by implementing academic policy, curriculum planning and development, teaching, conducting research, mentoring, and providing research supervision. Faculty business is conducted as a body primarily through faculty meetings and committees. Meetings are held twice annually at Haus Edelweiss and by electronic means at other times due to the dispersed nature of the Institute's faculty.

The faculty is composed of those members listed in the catalog. These members meet at an annual faculty consultation, a portion of which is designated as an official faculty meeting. At the consultation, the performance of faculty members will be reviewed, and goals approved for the subsequent year. Because of the varied location of faculty members, a portion of the annual consultation also facilitates relationship building and spiritual development.

In the case of adjunct professors, the CAO and/or Registrar meets with them before the beginning of each Haus Edelweiss course for Professor Orientation to orient them to Haus Edelweiss and the program of the Institute.

B. Faculty Responsibilities

1. Curriculum Committee

Given the size and the dispersed nature of TCM's faculty, the permanent faculty members as a body, serve as the Curriculum Committee of the Institute and meet to discuss curricular issues as part of the annual faculty meeting. Issues which arise between meetings may be discussed and resolved by electronic means. At the

discretion of the Vice President of Educational Advancement/Academic Dean, external consultants with expertise in theological education may be asked to evaluate curricular issues and present reports to the faculty for its consideration. The committee considers all requests for new courses and any changes in curriculum and is responsible for regular review of the curriculum as a whole.

2. Other Committees

The CAO may create additional standing and/or ad hoc faculty committees, as the need arises.

PART II. FACULTY PERSONNEL POLICIES

Section 1: Policies and Procedures for Faculty

This section of the Faculty Handbook contains the policies and procedures of TCM for permanent faculty. An Adjunct Faculty Handbook guides the role and function of adjunct faculty.

TCM International Institute is chartered in the State of Indiana as an at-will employer. This handbook identifies the procedures by which faculty are contracted. This section of the Handbook, along with the annual Letter of Appointment, guides faculty positions.

A. Faculty Definition

Because TCM offers hybrid designed courses (i.e., combined online and face-to-face sessions), the definition of a faculty member has been carefully crafted. Faculty include those who are fulltime; and those who are part-time. The faculty as a whole is responsible for the assessment of student learning to accomplish the mission of TCM. This involves regular curriculum review and continuous quality improvement in keeping with the vision, values and principles of the mission.

B. Faculty

A faculty member carries some combination of teaching, mentoring, research, thesis supervision, administration, and ministry to the constituency. Differences in time allocations may exist among faculty based upon the needs of TCM as well as the educational background, time availability and expertise of the individuals.

Faculty time allocations are made on the basis of negotiated workloads. At the annual fall faculty meeting, faculty present goals for the next year and have their annual performance review conducted. At that time, any adjustments in time allocation for the coming year will be made. This allows for freedom to re-allocate time usage in light of Institute needs and goals and faculty opportunities for research, ministry and writing.

C. Adjunct Faculty

Adjunct faculty members are those who have been invited by the Institute to offer regular courses in the curriculum. Each is expected to teach one or two courses per year and may be asked to serve as research supervision in areas of expertise when available.

D. Visiting Faculty

Visiting faculty are invited to teach at TCM on an occasional basis. Their only expectation is to teach one or two courses on the occasions they are assigned to teach. They may also be involved in research supervision in areas of expertise when available.

E. Faculty Rank

1. Professor

A person appointed to the rank of professor is expected to have achieved a terminal degree, completed at least ten years of teaching with distinction, and have made significant contributions either in scholarship or to the constituencies of TCM.

2. Associate Professor

A person appointed or advanced to this rank shall have achieved a terminal degree or its equivalent, completed at least five years of teaching with distinction, and demonstrated the beginning of capable scholarly research or other contributions to the Institute constituencies of TCM.

A person appointed or advanced to this rank shall have achieved a terminal degree or its equivalent, completed at least five years of teaching with distinction, and demonstrated the beginning of capable scholarly research or other contributions to the Institute constituencies.

3. Assistant Professor

This is the entry level position for permanent faculty who do not meet the qualifications listed for Professor or Associate Professor. The person appointed to this position will normally have attained a terminal degree but have limited teaching experience. A person may be appointed to this position who has demonstrated expertise in an area, yet not have attained the terminal degree.

F. Appointment and Orientation

1. Appointment

- Faculty are carefully screened and appointed by the President in consultation with the CAO and faculty to assure their compatibility with the mission and objectives of the Institute.
- Every faculty member is expected to possess the following characteristics:
 - Demonstrate Christian character
 - Cross-cultural experience
 - Practical experience in Christian leadership
 - Appropriate academic preparation, normally the terminal degree.

2. Orientation

The CAO and the Director of Academic Services provide orientation for faculty at the beginning of their first class. Each faculty member receives a copy of the Catalog, the Faculty Handbook, and any other appropriate documents for travel and teaching.

G. Faculty Personnel Records

A personnel file is maintained for each faculty member, full-time, part-time, visiting or adjunct. Documents included are:

- Curriculum vitae
- Current official transcript
- Course syllabi
- Reviews and summaries of evaluations

It is the responsibility of the individual faculty member to be sure that these documents are updated annually.

The file is available on a need-to-know basis only to the President, CAO, or others specifically designated by the President. The individual faculty member may authorize, in writing for valid reason, access to his or her file by a person not indicated above.

The Institute may permit access to and copying from such files pursuant to lawful requests and identification of federal or state agencies relevant to investigations, hearings, or other proceedings pending before such agencies or the courts.

The faculty member may review his or her file by arrangement with the Vice President of Educational Advancement/Academic Dean/CAO.

H. Evaluation

1. Every faculty member will be evaluated in each class. This is comprised of two parts:
2. The CAO, or a designee, will observe one class session taught by each visiting professor each year at Haus Edelweiss. A written evaluation will be provided to the faculty member. Further discussion will be pursued as deemed advisable by the CAO or at the request of the faculty member. A copy of the memo provided to the faculty member is placed in his or her file.
3. Students will complete an evaluation form at the conclusion of each class. The results are tabulated and given to the faculty member. The CAO or Director of Assessment provides at the end of the year a summary of the individual's evaluations in comparison to all other faculty members. Further discussion will be pursued as deemed advisable by the CAO or at the request of the faculty member. A copy of the summary given to the faculty member will be placed in his or her file.
4. Each year (in the fall) the permanent faculty will submit to the CAO a faculty plan for the following calendar year. It should include:
 - List of classes assigned for the following year
 - Other contracted activities
 - Goals for research
 - Goals for professional development
 - Goals for spiritual development

- Expected professional development activity
- Appraisal of the previous year's achievement of goals

I. Separation

At times, the TCM International Institute or individual faculty members may find it necessary to sever their relationship. To protect the interest of both parties, categories of separation are here defined, and the policies and procedures related to both are stated.

Types of separation are: resignation, retirement, financial exigency, or dismissal for cause.

1. Resignation

Resignation is a severance action by which a faculty member voluntarily seeks to be released from a relationship with TCM. Resignation by a faculty member is required no later than November 1 for the following year beginning April 1. In any event, the faculty member is expected to complete any teaching assignments already agreed upon that might occur between November 1 and the following April 1.

2. Retirement

Faculty members may retire at any time consistent with the provisions in the previous section. On the date of retirement, employment rights and benefits held by the faculty member shall terminate subject to federal law current at that time, except those vested as of the date of retirement under any pension program provided by TCM. Any post-retirement employment of a faculty member by TCM will be at the option of the Institute and subject to terms and conditions established by the Institute.

3. Separation for Financial Exigency

Should a situation arise that requires reduction of faculty for financial reasons, the President shall declare a period of financial exigency. Then, in consultation with the CAO and chairman of the Board of Directors, a decision will be made regarding a plan of action. Care will be taken to limit as much as possible the amount of financial impact on the faculty. Faculty will be informed of the plan and its consequences as soon as it is formulated and approved.

4. Dismissal for Cause

A faculty member may be terminated for just cause. This shall include, but is not limited to:

- Incompetence in teaching
- Dishonesty, including but not limited to plagiarism, falsification of academic credentials and misappropriation or misapplications of funds
- Failure to perform assigned duties
- Breach of the terms outlined in Part II, Section 2 of this handbook
- Substance abuse resulting in diminished professional performance
- Reckless violation of established legal rights of students or employees of the Institute

- Reckless violation of the canons of professional ethics of TCM or of the faculty member's discipline or profession
- Denial of the Lordship of Jesus Christ
- Any sexual activity outside of monogamous heterosexual marriage
- Behavior demonstrating that he or she is no longer in sympathy with the purpose and goals of the Institute.

5. Notice

Prior to the dismissal for cause of any faculty member, the President, or a designee, will give the faculty member involved a written statement of the intent to take this action, with reasons framed with reasonable particularity. Because of the nature of the dismissal, no fixed time can be specified for notice.

Also prior to the dismissal for cause of any faculty member, the data supporting the adequate cause for such action will be presented in writing to the President's Cabinet by the President or a designee. The Cabinet will obtain a written or oral statement from the faculty member with regard to the charges and any other data deemed pertinent. The Cabinet will consider the evidence and render an opinion as to whether there is adequate cause for dismissal. This opinion will be given, in writing, to the faculty member and to the President.

Pending the opinion or recommendation of the Cabinet, the President may suspend the faculty member or assign him or her to other duties in lieu of suspension if the circumstances warrant. If such action is deemed necessary, the President, or a designee, will inform the Cabinet prior to the action. Upon receipt of written notification of dismissal, reassignment, or suspension, the faculty member may file a written grievance in accord with procedures outlined in Part II, Section 2, J., of this handbook.

Section 2: Faculty Obligations, Rights, Academic Freedom, and Code of Ethics

A. Faculty Responsibilities

A faculty member's responsibilities generally include some combination of teaching, which is paramount; mentoring; research; thesis supervision; administration; and ministry to the various constituencies. A faculty member shall be responsible for carrying out satisfactorily the duties assigned. Though a rigid body of codified rules is not desirable to guide faculty conduct, the Institute does have legitimate expectations concerning the conduct of theological education. The following statements outline, in a general way, the obligations of faculty members.

Faculty members are not to provide names and addresses of Christian workers in Eastern Europe. They are discouraged from visiting contacts and their families in-country, ask for assistance of any kind, or invite contacts to their own homes and churches without discussion of plans with and approval by the President. Nor are they to arrange trips for students or other similar favors.

This policy protects the student, Regional Representative, and Faculty members from possible FERPA and GDPR violations.

1. Adherence to Community Life

The TCM community is committed to a way of living that glorifies God and exemplifies Christ-likeness. Though TCM is not the church, the community life characteristic of the first-century church, i.e., mutual support and mutual ministry to one another, is the norm as faculty, administration, and students work toward common goals.

Though TCM does not live a communal life, in many ways the community life is more intensive and more critical than it is in other educational settings. During times when classes are meeting, faculty, staff, students and volunteers eat meals in common, worship together, and share together in work. It is, therefore, expected that all personnel be present for all meals, unless detained by illness or has approval of administration, and that all share in doing dishes and preparing the dining room for the next meal in addition to their specifically assigned duties. This is one way of clearly modeling servant leadership to students and each other. A faculty member living at Haus Edelweiss shall receive a European Staff Handbook which outlines specifics of day-by-day living at TCM.

2. Teaching Responsibilities

A faculty member is appointed with the expectation that he or she will be occupied with the academic growth and formation for ministry of students. Therefore, teaching shall be a primary concern and occupation.

Faculty members are expected to teach courses as assigned to them according to the allocation formula mentioned in Part II, Section 2, E., 1. A specific number of courses per year cannot be defined except in relationship to other duties assigned.

Courses to be taught are to be determined by the CAO in consultation with the Assistant Dean to meet the needs of students in TCM.

Faculty members are responsible for placing on file with the Student Services Office six months in advance a copy of the syllabus for each class to be taught during the year. It is critical for faculty to file these plans in a timely manner so that any needed translations may be made, and students may receive them in time for preparation for the class.

Faculty members are expected to continue to use the same textbooks unless a change is approved by the CAO and faculty. New books may be suggested for the next change in text-books for the course and for addition to the library.

Faculty members are also responsible for submitting the grading in the gradebook on Moodle and inform the Registrar by the Friday after the conclusion of a class taught at Haus Edelweiss and the day after return from a class taught at another mentoring center.

Faculty will often teach at various mentoring centers. For information about In-Country travel you may find the following link helpful. Please look at the In-Country section for information. [In-Country](#)

3. Mentoring

The TCM program is built on the concept of intentional spiritual formation as well as intellectual preparation. Permanent faculty members will be expected to be involved in spiritual mentoring of selected students as assigned. Each person may develop his or her mentoring relationship with assigned students in any way that will invest time and energy into an intentional relationship with the assigned student(s) to assist spiritual, intellectual, and professional development.

4. Thesis and Ministry Project Supervision

Faculty members will be assigned thesis supervision for students completing a M. A. or M.Div. thesis at the Institute and may also be assigned co-supervisory duties for students in the PhD program. Qualified adjunct faculty may be invited to participate in thesis supervision as needed.

5. Research

Since scholarly productivity is intrinsic to effective teaching at the graduate level, each faculty member is expected to be involved in selected scholarly research projects and write for publication. TCM encourages this aspect of faculty work by allocating time for it as a part of the annual allocation of faculty time.

6. Administration and Committees

Most faculty members will serve in some administrative or governance function, the time to be allocated as a part of the annual assignment of duties.

7. Ministry to the Constituency

Some faculty members will be assigned specific duties for ministry to one or more of the constituencies served by TCM. This may involve speaking on behalf of TCM or other appropriate activities that extend the outreach of the Institute and its ministry.

B. Academic Freedom

Institutions of higher education are conducted for the common good. The common good depends upon the free search for truth and its free exposition.

Academic freedom means that the faculty member has full freedom in research and in the publication of results, subject to the adequate performance of other academic duties; but research for the purpose of pecuniary return should be based upon an understanding with the administration of the institution. Teachers are free in the classroom to discuss their subject, but they should be careful not to introduce into their teaching controversial matters which have no relation to their subject.

Teachers sometimes write or speak as citizens, but at other times as scholars and educational officers. They should remember that the public may judge their profession and their institution by what they say or write. They should at all times exercise appropriate

restraint, show respect for the opinions of others, and make every effort to indicate that they are not speaking for the institution.

1. Statement on Drug and Alcohol Abuse

TCM affirms that members of the community—students, faculty, administration, and staff—are not to possess alcohol or illegal drugs on campus or adjacent public properties or while attending school events. TCM regards the unlawful possession, use, or distribution of drugs and alcohol to be contrary to the beliefs and practices of the Christian faith, as well as dangerous to the health and safety of the individual and the community.

2. Statement on Sexual Harassment

TCM seeks to create and maintain an academic environment in which all members of the community are free of sexual harassment. A sexual harassment policy has been developed with appropriate guidelines should harassment occur (see Appendix C).

C. Violation of Faculty Rights, Academic Freedom, and Professional Ethics

Disputes involving a charge that a faculty member's right of academic freedom has been violated or that professional ethics have not been maintained are to be settled through the established grievance process. See Part II, Section 2, J.

D. Faculty Development

Faculty members are obligated to pursue continuing development in teaching and scholarship skills. Development activities may include curricular or course revision or professional development (conferences, courses, etc.). Requests for funding for attendance at conferences should be presented to the CAO or President during the annual review. See the European Staff Handbook for additional approved development activities.

E. Workload

1. Teaching Load

The normal faculty load is allocated according to the time available negotiated annually. The annually negotiated weeks of work are distributed among teaching courses, thesis supervision, mentoring, research, administration, and ministry to the constituency. The exact allocation of time will be worked out in consultation with the CAO and President each year. Faculty members are expected to meet their assigned classes regularly and promptly. All classes are to be held at the time and place designated. Any proposed changes must be cleared with the CAO.

Faculty should make every effort to begin and end classes at scheduled times.

2. Office Hours

For faculty living at Haus Edelweiss, when in residence, faculty members are expected to maintain regular office hours congruent with the work hours for all staff outlined in the

Staff Handbook. These faculty members will be assigned regular days off congruent with those assigned to all staff as outlined in the European Staff Handbook.

Because of the nature of the teaching assignments at TCM, faculty members should recognize that they may teach three or four weeks consecutively without the usual number of days off as outlined in the European Staff Handbook. These days may be accumulated for use at a time when they are not teaching and when no classes are scheduled on campus.

3. Attendance at Meals

During the time that classes are in session, faculty members are expected to be present for all common meals. The only exception is for faculty with children; they are permitted to eat breakfast at home with their families.

4. Definition of Year

The academic work year begins January 1 and concludes December 31.

F. Working Conditions

1. Copyright Laws and Compliance

All faculty of TCM shall meet and comply with all the requirements of the United States copyright laws. Each person agrees to accept responsibility for reading and understanding the requirements of copyright law. If a faculty member willfully, intentionally, negligently, or without good faith violates the copyright provisions, the person shall be solely liable for all losses, damages, judgments, and costs of whatever kind or nature that may be incurred.

2. Interest in Creative Works

Materials written, created, produced, or otherwise generated by a faculty member shall be governed by the document contained in its entirety in Appendix A.

3. Leaves

Policies for Faculty members residing at Haus Edelweiss regarding holidays, vacations, disability, and other possible leave times are outlined in the European Staff Handbook and apply to faculty as well.

4. Spouse as Short-Term Worker

If the spouse of an adjunct/visiting professor plans to come to Austria with the adjunct professor, the spouse will be assigned to serve at Haus Edelweiss as a short-term worker (STW). Serving as an STW will not only enhance the spouse's experience at Haus Edelweiss, but also provide much needed assistance in one of the ministry areas. Any spouse who is planning to come must notify the Short-term Worker Coordinator at TCM's Indianapolis office: (317) 299-0333 or by email at TCM. The Indianapolis office will then send a copy of the STW Handbook to the spouse.

G. Contingency Policy

While it is understood that living and working in Austria has a very low security risk level for American citizens and while TCM International Institute (TCM) takes every reasonable security precaution for its personnel, it is also understood that TCM cannot guarantee the security or safety of its personnel. TCM remains committed to monitoring world activities and conditions as they relate to the safety of its personnel.

This Contingency Policy is established for TCM personnel in Austria and other countries in which TCM's ministry is conducted.

1. Definitions

- Personnel—Includes TCM paid staff, faculty, adjunct professors, Regional Representatives while on official TCM business and volunteers working at Haus Edelweiss.
- Ministry location—Haus Edelweiss or any in-country mentoring center at which a TCM sponsored class, program, etc. is taking place.

2. TCM Contingency Program

- TCM will provide its personnel with adequate security and orientation for the purpose of minimizing risk.
- TCM will have an ongoing program for the purpose of evaluating risk worldwide, advising TCM leadership and personnel regarding security issues, overseeing TCM's security orientation program and assisting in crisis management.
- TCM will maintain at all times adequate evacuation plans which cover both a national and a regional emergency.
- All TCM paid staff and faculty will receive a briefing explaining TCM's Contingency Policies. This policy can be found in the European Staff Handbook.

3. Personal Safety and Evacuations

- TCM recognizes that there are differences of perception when it comes to personal safety. Therefore, if any TCM personnel determine that it is unsafe to remain in a ministry location, they have the right to leave that location without any judgment or coercion to stay.
- If the TCM leadership team determines that it is necessary to evacuate a ministry location, for such reasons including but not limited to terrorist activities and threats, civil disorder, or crises brought on by a natural disaster or political unrest, all TCM personnel are required to comply immediately. It is no longer a matter of personal decision. TCM respects those who may disagree with such a directive and welcomes discussion after the evacuation.

4. Kidnappings

- TCM will take all reasonable measures to secure the release of a hostage. TCM will not pay ransom for a hostage.
- TCM will provide a crisis team to:
 - a. Liaison with involved governments and non-government entities
 - b. Monitor the ongoing crisis situation
 - c. Communicate with family members
 - d. Provide an information source for the TCM leadership and membership
 - e. Assist in the resolution of the crisis where appropriate.
- TCM personnel will not negotiate with any government or non-government entity or make a request on behalf of TCM without the authorization of the TCM leadership.
- TCM will provide trained specialists for the purpose of offering practical advice as well as emotional and spiritual assistance. TCM will encourage hostage victims, family members and members of the crisis team to attend a debriefing, and to seek professional assistance if recommended.
- TCM requires that once it is established that a kidnapping has occurred, remaining members of the victim's immediate family will be evacuated to their chosen home country as soon as possible. This is done for the safety of both the victim and the family.
 - a. Should either parents, or a single parent, be kidnapped, their children will be evacuated to the pre-designated home country location.
 - b. Other situations may still require family evacuation but will be determined by the crisis team in consultation with the remaining family member.

5. Resources for monitoring security

- United States Embassy in Vienna - TCM is registered with the Embassy as having US citizens living in Heiligenkreuz.
- The Embassy recommends that each individual or family REGISTER with the Department of State. This can be done at this website (<https://state.gov/step/>) one can also register to receive travel advisory updates.
- Overseas Security Advisory Council - www.ds-osac.org Haus Edelweiss subscribes to its daily electronic newsletter.

H. Faculty Compensation

1. Compensation Standard

Faculty are compensated according to the prevailing faculty salary schedule, approved each year by the Board of Trustees.

2. Benefits

Personnel policies regarding housing, food allowances, travel to and from Europe, Social Security/Medicare, workmen's compensation, medical insurance, and payment into retirement funds are outlined in the European Staff Handbook and apply to faculty.

3. Compensation Policies

These policies are presented in the European Staff Handbook and apply to faculty.

I. Letter of Appointment

A faculty member is given an annual letter of appointment (LOA). This letter states the general parameters of the person's responsibilities and compensation.

J. Review and Grievance Procedure

TCM recognizes and endorses the importance of academic due process and of resolving grievances without fear of prejudice or reprisal. Grievances should be settled promptly and informally if at all possible. However, a formal grievance process is outlined for resolution of those situations that cannot otherwise be resolved.

A grievance is defined as an allegation by a faculty member that there has been a breach, misrepresentation, or misapplication of Institute policy, as set forth in this handbook related to compensation, appointment, or dismissal for cause.

The Grievance Committee is appointed ad hoc for each case by the President. It shall include both faculty and administrative representation.

The function of the committee is to:

- Act as overall facilitator of the process defined herein
- Receive grievances
- Review all appropriate material in relationship to the grievance
- Hold a grievance hearing if necessary
- Prepare a report with its recommendation and submit it to the grievant and the President.

A demonstrated effort must be made by the parties involved to arrive at a fair and equitable resolution of a question without resorting to grievance procedures. However, if the process must be pursued, the following procedures apply:

- A grievance must be filed within 20 working days of an event or after receipt of a notice creating a grievance. It is to be filed with the Dean in written form in which details of the alleged wrong are presented. The Dean then informs the President in writing that a grievance has been officially filed.
- Within 10 working days of receipt of a grievance, the President will appoint a Grievance Committee and will provide members with all pertinent materials both

from the grievant and the administrator against whom the grievance is being filed. The committee will attempt to resolve the grievance(s) by informal means if both parties agree.

- The chair will convene a grievance hearing within ten working days of the first meeting of the committee for the case. The grievant will be heard first to present any relevant evidence, after which the academic administrator will present the case of TCM. The grievant will be given opportunity to rebut followed by rebuttal of the administrator.
- A report of the committee shall be prepared by the chair within 10 working days after the hearing. Copies shall be sent to the grievant, the academic administrator, and the President.
- Within 10 working days after receipt of the report, the President reports his or her written decision to the committee and to the grievant.
- If the grievant is not satisfied with the decision of the President, he or she may appeal the matter through the President to the Board of Directors for final decision. Request for such review must be filed with the President within 10 working days after the date of the President's decision or be considered waived.
- The decision of the Board of Directors shall be transmitted to the grievant within 10 working days after its decision is reached. Its decision is final.

PART III. ACADEMIC POLICIES AND PROCEDURES

Most academic policies and procedures are defined in the Institute catalog and Student Handbook. Faculty should be familiar with the contents of each edition.

Section 1: Grades and Course Rosters

A. Grades

Grades are assigned as follows:

A	100 - 93
A-	92 - 90
B+	89 - 86
B	85 - 83
B-	82 - 80
C+	79 - 76
C	75 - 73
C-	72 - 70
D+	69 - 66
D	65 - 63
D-	62 - 60
F	59 - below

It is recommended that any course with a grade below C- be repeated as soon as possible so the grade point average can be salvaged. Any core requirement course with a grade of F must be repeated with the most recent grade replacing the previous grade. Repeated course will be identified on the transcript as such. Maximum number of times allowed to retake a course is three.

B. Course Rosters

In addition to the list of course participants on Moodle, the Registrar provides the official course roster at the beginning of the face-to-face part of the course. Professors teaching at mentoring centers should get all course documents from the Professor's Package on "Google docs" using their tcmi.edu email. If there is a problem, the Registrar should be contacted immediately, before the class ends, if at all possible, so the appropriate documents and student names can be clarified before the professor leaves the center. All students must follow the registration procedure. The Registrar must be notified of any other students sitting in the class whose names are not on the roster.

APPENDIX A

RESEARCH AND INTELLECTUAL PROPERTY

Research—General Comments

Research efforts at the institution are guided by the mission of TCM International Institute.

By supporting the scholarly activities of faculty and students, TCM aids in scholastic contributions to society. Faculty may be invited to share their research or scholarly paper at a Research Colloquium during a session at Haus Edelweiss.

Intellectual Property

1. Definition of Intellectual Property

Intellectual property is defined as any new and useful process, machine, composition of matter, life form, article of manufacture, software, copyrighted work, or tangible property. It includes such things as new or improved devices, chemical compounds, drugs, genetically engineered biological organisms, data sets, software, or unique and innovative uses of existing inventions.

An invention is a creation of intellectual property that did not exist previously. Intellectual property may or may not be patentable or copyrightable, and it can be created by one or more persons, each of whom, to be an inventor, must have conceived of an essential element of the intellectual property or have contributed substantially to its conceptual development.

2. Disclosure

It is the policy of TCM that all Intellectual Property developed by employed personnel is disclosed. This policy is keeping with the legal perspective explained by Stopp and Stopp.¹

Inventions, whether or not patentable, may have commercial utility. Inventions therefore should be disclosed. Prompt and detailed disclosure is necessary to avoid loss of patent rights and to meet the institution's responsibilities to research sponsors.

3. Persons that Would Be Affected by This Policy

TCM Personnel: Full-time and part-time employees of TCM, including faculty, administrative and staff employees, appointees of TCM, persons paid by or through TCM, including volunteers and students engaged in any of these positions. This policy applies to the above persons when acting in the employ of TCM.

4. Ownership of Intellectual Property

According to Fishbein² the ownership of original research data, in whatever form it may be expressed, resides with the institution employing the researcher. Toma and Palm³ agree, stating that, “The logic underlying the rule is that ‘works-for-hire’—work completed during working hours—should belong to the employer. They continue, “Traditionally, institutions permit researchers in their employ to copyright for themselves scholarly articles based on their research data, but the ownership of the actual data remains with the institution.”

5. Discovery or Creation

A member of the faculty is expected to notify the CAO or her/his designee of the conception of discoveries or creations which could be useful, and/or which are potentially patentable. Those discoveries or creations conceived or reduced to practice within the course and scope of the faculty member’s employment by the Institute are considered to be owned by TCM. Those discoveries or creations neither conceived nor reduced to practice within the course and scope of the faculty member’s employment by the Institute are considered to be owned by the faculty member. After notification, the CAO or her/his designee, on behalf of the Institute, can choose to further develop the discovery or creation including obtaining or assisting in obtaining a patent, or waive its rights to the discovery or creation. For those discoveries or creations owned by the Institute, the faculty member is expected to assist the Institute in such developments, including any patent application. If TCM joins with the scholar or inventor 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.

When the Institute waives its rights to the discovery or creation, the faculty member provides the financial resources for pursuit of a patent.

6. Outside Sponsor

When the research involves an outside sponsor, there should be an agreement which specifies and protects the interests of the faculty member, TCM, 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 President or her/his designee and will include, at a minimum, clarification of ownership; identification of licensable rights, if any; and an indemnity of TCM and the faculty member against damages arising from anything placed into the stream of commerce through the sponsor’s efforts.

7. Revenue

Revenue from patents for which the Institute has waived its interests shall belong solely to the faculty member. Income from inventions or patents resulting from work accomplished with the support of an outside sponsor will be divided according to the agreement between the Institute and the outside sponsor. The gross income (total revenue) resulting from an invention to which TCM has title will be apportioned as follows:

- a. The gross income will first be used to reimburse the Institute for any expenses in developing the invention and obtaining any patent.
- b. For net income (gross income minus expenses, as stated above) and royalty income received, the Institute will divide that revenue equally with the inventor.

8. Copyrights

Copyrights on publications (defined as the product of research and creative activity; e.g., books, artwork, and software) shall be owned by the faculty member who is the author or artist unless the author(s) or artist(s) sign away such rights to the Institute as a condition of a grant. Unless stated to the contrary by separate agreement, the Institute waives its rights to ownership under the work-made-for-hire provisions of the Copyright Act, it being the intention of TCM that the faculty member shall own all copyrights to works created by the faculty member.

9. Royalties, Commissions and Income

If publication by a faculty member does not involve any special TCM support, all royalties, commissions, and income from artwork, software, films, or tapes resulting from it belong to the author. If the publication is subsequently required to be purchased for the faculty member's course being taught, any royalties from those sales belong to TCM, unless otherwise negotiated with the president.

10. In-House Publishing or Institute Ownership

When TCM produces and/or publishes the work in-house or TCM owns the copyright, the revenue from the sale is first used to repay the direct and indirect expenses incurred by TCM. Subsequent to that the author will receive a royalty on all sales. The amount of the royalty will depend on the nature of the publications but will not exceed eight percent of sales.

11. Revenue from Research and Scholarship Supported by the Institute

- a. Revenue from publications which result from research and scholarship supported by the Institute (as defined above) will be shared between author(s) and TCM until twice the amount of special support provided by TCM is paid by the scholar to TCM. This maximum payment will apply unless the author(s) assign the rights to the Institute. The schedule for such payment is as follows:
 - b. The first revenue received for the publication is used to repay personal expenses incurred by the author(s) in doing the research and publication.
 - c. After repayment of personal expenses, the next revenue in the amount of one-fourth of base salary (for the year of the grant) is not shared with the Institute.
 - d. From the revenue received that exceeds the amount in 1 and 2 above, the scholar should pay the Institute fifty percent (50%) until the maximum payment is reached.

After the threshold for payment has been reached, the scholar/artist shall report annually on income received from the products of the work done with TCM support until the obligation for payment is fulfilled.

¹ Stopp, Margaret T., and G. Harry Stopp. 1992. "The Enforcement of University Patent Policies: A Legal Perspective." *SRA Journal* 24(3):5-11.

² Fishbein, Estelle A.. "Ownership of Research Data," *Academic Medicine* 66(3): 129-133.

³ Toma, J. Douglas and Richard L. Palm. *The Academic Administrator and the Law*. ASHE-ERIC Higher Education Report Volume 26, Number 5, p116.
26.

APPENDIX B

WORKING WITH A TRANSLATOR

Professors often work with translators when they teach at TCM. A professor should read and understand the following guidelines that have proved to be beneficial.

- Christians in central and eastern Europe take worship seriously and regard Scripture with high esteem. Treat the Word and the printed Bible with great respect. It is normal to begin a sermon with an immediate reading of the text for the message.
- Blackboard or whiteboard, charts, or slides may be used. You should give the files to the translator before class to have it translated.
- Respect your translator. Most are very good. Your translator—and you—will work best if the translator stands or sits beside you. At least encourage that option; some translators prefer to sit among their group, especially if it is fairly small.
- If you are using technical material, it is helpful to the translator to go over it before class. If the translator has problems translating your material, simplify the material until the translator understands.
- Translate measures such as miles, inches, feet, and other American measures to appropriate European measures such as kilometers, centimeters, and meters.
- Maintain eye contact with the audience even while the translator is speaking. Avoid looking at the translator as if waiting. Seek non-verbal clues from the audience to gauge their understanding. If you think there is a misunderstanding, ask questions to see if what you have said has been misunderstood. If there is a misunderstanding, assume responsibility for the problem and seek to correct it.
- Do not put your hands in your pockets when you are teaching, preaching, or praying. This shows a “casualness” that is considered disrespectful.
- Be precise in your use of English.
- Pause often enough for the translator to be able to deal with small amounts of material at one time.
- It is usually best to use an entire clause or sentence—at least a portion of a sentence with a verb in it. Talk to your translator to see what he or she prefers. Check periodically with your translator to see how you can make the task easier for him or her.
- If possible, review your material with your translator ahead of time, especially uncommon words you will use. This will help you know the translator’s level of ability.
- Many illustrations, idioms, slang, alliteration, play on words, and humor from the West do not translate well in eastern European languages. You may want to discuss some of these ideas ahead of time with the translator.
- Do not assume Biblical ignorance, nor Bible knowledge on the part of the students. Some probably have a good factual knowledge of Scripture, but they may well lack a good hermeneutic, well-developed theology, or comprehensive understanding of church history.
- If an English word has several meanings, it is possible that a foreign language will also have several words to fit the various English meanings. Choose words carefully; be aware of denotative and connotative means of the words you use.

- Names of people are not important in an illustration in most cases. Therefore, use names only when they are essential. Say, “”A British man wrote. . .” or “An American man said. . .”
- Do not be overly critical about the listeners’ country or situation, especially in an illustration. Be sensitive to their difficult economic or political conditions.
- Do not assume that American culture is superior to that of your students. Cultures are merely different.
- When reading Scripture, announce the verse(s) and let the translator or a student read. It is not necessary to read in English unless there is a large group of English speakers in the class or audience.
- Some people in the class or audience will understand both English and the translated language. Do not be surprised if somebody corrects or helps the translator.
- Pray. Pray as you prepare your lessons or sermons. Pray before presenting your lessons or sermons. Love these people and learn from them as you teach.
- Students generally do not like extended discussion during the presentation of the material. It usually works better to leave a block of time—ten to fifteen minutes usually—occasionally for them to ask questions and discuss the points they find interesting. This is especially true if you are teaching a class that is being translated.

APPENDIX C

SEXUAL HARASSMENT POLICY

Foreword

This document applies to the entire TCM community—administrators, faculty, students, and staff. Sexual harassment is a violation of federal law. But more importantly, it is contrary to the spiritual and ethical standards by which Christian people are obligated to live. TCM will act to prevent, correct, and, if necessary, discipline conduct that violates this policy. Sanctions include warning, probation, suspension (with or without pay for employees), and dismissal.

Definitions

Sexual Harassment

The Institute defines sexual harassment as:

1. unwelcome sexual advances or requests for sexual favors;
2. verbal or physical conduct directed toward or based upon a person's sex and having the purpose or effect of interfering with an individual's study or work performance or creating an offensive environment for that person.

Although it might be desirable to define specific behaviors that are understood to constitute sexual harassment, the procedures outlined are designed to allow the Institute to assess each complaint on its own merits, rather than against a predetermined list.

Sexual Harassment Committee

The Sexual Harassment Committee shall be composed of the Dean, a faculty member, a member of the administrative staff appointed by the President, and a student. At least two members of the committee must be of the same sex as the complainant. In the event that one of the persons named above is the person against whom the complaint has been filed, the President shall appoint a replacement member to the committee. The chair of the committee is appointed by the President.

Complaint

A complaint from an aggrieved person constitutes the sole basis for the conduct of an investigation and a hearing. This complaint must specify in detail the circumstances and nature of the alleged harassment. A complaint should be filed promptly after the incident of harassment. Any complaint must be filed in writing with the committee through the President within 120 calendar days of the event, but no later than the respondent ceases to be a member of the TCM community.

Procedure

- ***Procedure without Complaint***

Anyone who believes he or she has been sexually harassed is encouraged to discuss the complaint with a member of the administration before filing a complaint. If so requested, this person will attempt a resolution of the matter by discussion with the parties involved. These discussions will be held in confidence except (1) when the law requires disclosure or (2) where a person's safety or the well-being of TCM is threatened.

In these cases, any individual with knowledge of the situation should inform the President, who is authorized to take the steps necessary to ensure the well-being of the community. In the case of procedure without complaint, no written record of the incident is made.

- ***Procedure with Complaint***

Informal Complaint Resolution

Even after filing a written complaint with the Committee, the complaint may be resolved informally by the intervention of the chair of the committee. The intervention may occur either without the identity of the complainant being known to the respondent or through a process of mediation agreed to by both parties.

When a complaint is resolved informally, the chair of the Committee shall file with the office of the President a brief written report of the resolution, in which both complainant and respondent are satisfied.

Formal Complaint Resolution

- At the time of the filing, the complainant may ask that the complaint be handled under the formal procedure. In addition, either party to an action in progress or concluded under the Informal Procedure may request that it be re-introduced under the Formal Procedure. The steps in the Formal Procedure are:
- The chair of the Committee shall give the complainant written notification within 7 calendar days of the day when the complaint was filed or re-introduced, together with a copy of the complaint. The respondent may file a written response with the chair. The chair shall provide a copy of the response to the complainant.
- The chair shall notify other members of the Committee of an impending hearing and shall schedule a date, time, and place for the hearing.
- The chair shall provide the complainant and the respondent with written notification of the persons serving on the Committee. The chair of the committee also has the discretion of naming substitute members of the Committee at the request of either party, based upon written request to the chair. Notice of the time and place of the hearing shall be delivered to each party at least seven days prior to the date of the hearing.
- The chair shall gather information for use by the Committee, including any statements or material that either party wishes to submit. The chair may interview anyone deemed to have relevant information. If at all possible, this should be

completed within 30 days of the request for resolution under the Formal Procedure.

- The Committee will hear the matter no later than one month after the chair has submitted his or her report and supporting documents to the committee.
- At the hearing, the Committee shall review the complaint, the response, the report of the chair of the Committee, and other pertinent documents. The Committee shall interview both parties and other witnesses in the presence of both parties. The parties shall be given an opportunity to respond to each other's statements, to confront those who present evidence, and to present witnesses and evidence on their behalf.
- When the hearing is completed, the parties and witnesses will be excused, and the Committee will reach a conclusion by majority vote. The determination of a suitable penalty shall be made on a case-by-case basis in light of all relevant facts and circumstances.
- The Committee shall prepare a written report of the hearing, including findings of fact and conclusions and a recommended disposition based on the record, policies, regulations, and procedures of the Institute. A record of the hearing and the findings will be kept on file by the President.
- The Committee shall provide a copy of the hearing report to the complainant and the respondent. The parties shall have seven calendar days to give the chair written notice that they do or do not accept the Committee's recommendations.
- A report of the responses shall be presented in writing to the President within 15 calendar days from issuance of the report of the Committee. The President, after consulting with the chair of the Committee, shall render a final and binding decision.
- The President shall communicate his or her decision to the complainant, the respondent, and the chair of the Committee. A record of this decision shall be placed in a permanent file in the President's office and in the file of the person against whom the complaint has been sustained.
- If the Committee determines that a complaint has been fabricated, this decision shall be communicated to the President who will take appropriate disciplinary action.

Additional Matters

Legal Considerations

These definitions and procedures are designed to resolve complaints alleging sexual harassment without making use of the remedies of law. There are, therefore, no provisions for the parties to be represented by legal counsel during the process. Should either party not be satisfied with the final decision of the President and wish to resort to legal remedies, the matters pass outside the responsibility of the Sexual Harassment Committee, except insofar as its members may be required to participate in the legal proceedings.

Relation to Other Policies and Rules

If a conflict should arise between the provisions of this policy and other TCM procedures, rules, regulations, or terms of conditions of employment, the provisions of this policy shall govern and control in cases of sexual harassment unless those other procedures, rules, regulations, or terms or conditions of employment shall specifically provide to the contrary.

APPENDIX D

LIBRARY GUIDE FOR PROFESSORS

The TCM International Institute's Georgia Memorial Library is located in the Graduate Student Center on the upper level of the Horse Barn at the Haus Edelweiss campus. The Library's website can be found at <http://library.tcmi.edu>.

Library Resources

The Library contains over 20,500 print volumes in Bulgarian, Czech, English, Hungarian, Polish, Romanian, and Russian. There are also 2,500 e-books available, mainly in English ([Ebsco ebooks](#)), some also in Russian ([EAAA Online Library](#)) and Hungarian ([Hungarian Digital Library](#)). All of the library's holdings are included in the Koha online catalog, found at <http://library.tcmi.edu> (NO password is necessary for searching the catalog). The library uses the Dewey decimal classification system to arrange materials by subject area.

The library has more than 500 print volumes of journals, with about twenty current subscriptions. An alphabetical list of journal holdings can be found here. Full-text journal articles are available in the [Religion and Philosophy Collection \(RPC\)](#), the Theological Journal Library (TJL) and in [ATLA\(S\)](#). Indexing for more than 130 evangelical journals is provided through [Christian Periodical Index](#) and the [Index Theologicus](#). Access to all ebooks and e-journals collections is available from <http://library.tcmi.edu> and from Moodle (see orange buttons in the top right column).

Remote access to electronic journals requires a username and password:

- RPC, CPI, ATLA and Ebooks:
 - username: tcmfaculty
 - password: tcm!faculty
- TJL: access only through Moodle

The library appreciates knowing in advance about any materials you will recommend in your class. We also encourage professors to seek out the ebook collection and use ebooks as required reading for courses. These books are of great help especially for English fair and English proficient students. If you are looking for materials in the student learning languages, please contact the library and the Regional Representative of the respective country. Students often ask for recommended materials for substitution and we make every effort to have them available.

You are encouraged to send purchase requests, questions, concerns, or suggestions about the library to librarv@tcmi.edu.

Library Services

Any circulating library materials or personal copies of books or other materials may be placed on reserve at your request. RESERVE status will give these materials circulation that is restricted to 'in library use only' or 'one day circulation'. We recommend this for materials that are assigned as required use for an entire class. Please submit your written request for reserves to the library upon your arrival at Haus Edelweiss or by email to library@tcmi.edu.

You are always welcome to talk to the Librarian for an orientation to the library's resources and services. Students usually receive a library orientation during lunch break on the first day of classes. You may use the library and computers at any time.

There is no charge for printing course related work. If you print documents for personal purposes, please contribute 0.10 Euro cents per page to help with costs. There is a jar near the printer in which to put your payment.

Computer Assistance

If you need help using the computers, software, or printers or if you identify problems with the equipment or programs, contact the Director of Information Technology (admin@tcmi.edu). If you have problems with accessing TCM International Institute resources remotely, please send a message describing the problem to the same email address.

The Library has computers that can be borrowed by faculty and students for teaching and learning purposes for the time of their stay at Haus Edelweiss. Please contact the Librarian and sign a Loan agreement.

Partnership agreements

The TCM library has cooperative agreements with one or more theological libraries in Belarus, Czech Republic, Estonia, Hungary, Moldova, Poland, Romania, Russia, and Ukraine, see link to [Partner Libraries](#). Resident students may also use the Vienna University Evangelical Library. It is located near Vienna University and the Rathaus at Roosevelt Platz 10/4. The telephone and fax number is (01)405 27 43. Hours are 8-16 Monday and Friday, 8-18 Tuesday through Thursday. Books can be checked out at no cost for one month if a lending card has been obtained at the main university library. Please see the Librarian for requirements for obtaining this card.

Information Literacy

Not all TCM students arrive with excellent information literacy skills (defined as the "ability to locate, evaluate, and use effectively needed information" (ALA, 2005)). This is a wide field where Faculty and Library need to collaborate in order to enable students to become independent learners, master content effectively, and develop a learning lifestyle.

In following, several principles for implementing IL skills in syllabi design are presented (adapted from <http://www.users.drew.edu/~jcaldwel/assign.html>). Please contact the Library (library@tcmi.edu) for help and/or cooperation in any way necessary :

- Assignments should be directly relevant to the learning goals of the course and enrich (not only reiterate) the course material, that is, require independent research on the side of the student to complete the task. Before giving an assignment, consider what core research and thinking skill will be practiced while completing the assignment, state it and explicitly encourage students to practice it.
- Assignments should include clear explanations of how to do them: one cannot assume that students from different cultures will understand the assignment exactly the way it was meant and automatically have all skills necessary to complete the assignment successfully. Obstacles should be pre-envisioned and addressed.

- Encourage students to reflect about the type of information they need (factual, background, evaluative) and the form in which the information most likely can be found (you may want to require them to include a paragraph or so on these aspects in the submitted assignment).
- Include practicing retrieval of information by assigning the use of some meaningful finding tool such as an index, catalog, database or search engine. (The Library can help in developing a How to Guide to go with the assignment.)
- Include in the assignment the task of looking at information critically – to evaluate it, to compare it with other information, to synthesize information from different sources, to identify the most crucial pieces of information available.
- Explicitly state that you expect the use of additional literature and proper documentation of its use; explain plagiarism issues and confront students, if necessary.