**TCM International Institute**



**FACULTY & ADJUNCT HANDBOOK**

**2023-2024**

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**PART 1. PURPOSE, ORGANIZATION AND GOVERNANCE**

**Section 1: Mission and Goals**

**A. Mission/Vision**

**Our Mission**

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

**Our Vision**

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

**B. Values**

**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.

**C. Educational Goals**

*To accomplish its educational purpose*, TCM International Institute offers one program, Organizational Leadership, with one certificate and two degrees.

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 disciple-making.

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. Demonstrate effective servant leadership that is dedicated to the growth of others and committed to building values-driven relationships.

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. Communicate effectively the Christian faith contextually and culturally.

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 branch site is at Haus Edelweiss. Heiligenkreuz, Austria. TCM 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 (110 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.

**D. 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 disciple-making. Our Counselor, Strength, and Guide is God’s Holy Spirit.

Disciple-making for God’s Kingdom is a holistic venture involving the faculties of knowing, serving, and becoming. At TCM, we are convinced 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.

**E. 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. Soon students from around the world began their courses of study so TCM expanded its vision.

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.

F. **Diversity Policy**

TCM International Institute seeks to provide a higher learning environment that engages Christian men and women of various ages, cultures, nationalities, people groups, languages, races, abilities, and socio-economic backgrounds that support our mission, vision, values, and principles.

**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 TCM.

Specifically, duties include:

* Selecting the President
* Approving budgets and strategi plans
* Establighing policy for the work of TCM

The Board meets at least 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 TCM
* Reporting their recommendations and actions to the Board of Directors
* Recruiting and screening students applying for admission to the TCM

This group meets bi-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/ Chief Academic Officer (CAO)**

The Vice President of Educational Advancement/ Chief Academic Officer is responsible to the President and provides Adademic Leadership for TCM International Institute. This position reports to the President and provides feedback for the annual strategic plan and budget in areas of instruction in conjunction with the President and Executive Leadership Team.

**C. Academic Dean**

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

* Arranges class schedules in consultation with the Chief Academic Officer, Assistant Dean, and staff.
* Recommends faculty candidates to the President.
* Developes, evaluates, and revises curriculum in consultation with the Curriculum Committee, and faculty.
* Facilitates faculty members’ evaluation.
* Coordinates accreditation relationships.
* Oversees ativities related to assessment of student learning.

The Academic Dean is appointed by the Chief Academic Officer and President and is evaluated annually by the CAO.

**D. Assistant Dean**

The Assistant Dean works closely with the Chief Academic Officer and Academic Dean in managing the academic program of TCM International Institute. Specifically, the Assistant Dean:

* Works with the Chief Academic Officer and Academic Dean to design and implement assessment of ongoing research projects of Master students.
* Assists the Chief Academic Officer and Academic Dean to design and implement annual research and student data collection.
* Assists the Chief Academic Officer and Academic Dean with student issues at Haus Edelweiss.
* Assists the Chief Academic Officer and Academic Dean with curricular responsiblities (e.g. design, assessment, scheduling).
* Works with Faculty and Student Support by teaching as needed in areas of specialization and supervising theses.

**E. Director of Distance Learning**

The Director of Distance Learning works closely with the Chief Academic Officer and Academic Dean to set the direction and coordination of matters related to distance learning, teaching and faculty support. Specifically, the Director of Distance Learning:

* Responsible for assisting TCM maintain accreditation status regarding online education.
* Train and equip faculty and academic staff in distance education theory and practice.
* Advise faculty regarding the online education platform, currently MOODLE.
* Advise TCM on assessment of online courses.

**F. Director of Digital Resources**

The director of Digital Resources works closely with the Chief Academic Officer, the Director of Distance Learning, and Director of Informational Technology. This position helps to maintain the SMS, MOODLE, website needs, and integrating theoretical course design with the latest information technology.

**G. Director of Institutional Effectiveness**

The Director of Institutional Effectiveness/Academic Dean works closely with the Chief Academic Officer to collect and analyze various metrics for student success and operational effectiveness and efficiency. Specifically, the Director of Institutional Effectiveness:

* Responsible for maintaining TCM accreditation status, serving as the liaison officer.
* Train and equip faculty and academic staff in assessment of performance.
* Oversee a schedule for program review.
* Coordinates activities for institutional accreditation such as leading self-studies, submitting substantive change requests, etc.

**H. Director of Research**

The Diretor of Research works closely with the Chief Academic Officer and oversees all research at TCM. Specifically, the Director of Research:

* Responsible for the oversight of the thesis process.
* Ovsees the non-thesis capstone projects that may include an Integrated Reflection Project or other capstone research project.
* Chairs the IRB Committee who gives approval to TCM research.

**I. 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.

**J. 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.

**K. Academic Administration**

**Student Services**

The Student Services staff 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 Vice President of International Operations .

**Admissions Committee**

The Admissions Committee comprises 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 TCM, 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.

**Director of Library Services**

The Director of Library Services is responsible for administering library services and resources. Specifically, duties include:

* Facilitating access to electronic and physical resources that support the curriculum.
* Overseeing services that support the curriculum through meeting the information needs of the students and faculty.
* Administering the policies, systems, and activities of the TCM Library.

The Director of Library Services is appointed by the President in consultation with the Vice President of International Operations, Chief Academic Officer and Academic Dean and is evaluated annually by the Chief Academic Officer. The Director of Library Services is directly responsible to the Chief Academic Officer.

**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 TCM rests with the Board of Directors. The faculty guides the academic mission of TCM 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 TCM’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 TCM.

**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 Chief Academic Officer and 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.

The Director of Library Services and Information Services Librarian are invited and expected to attend all faculty meetings. As a member of the Academic Advisory Team the Director of Library Services attends these team meetings as well. Participation in these meetings allows for an awareness of changes or additions to the curriculum and curriculum reviews. Through faculty members consulting with the Director of Library Services it can be determined how effectively the current resources and services of the TCM Library support the new curriculum and what new resources and services are needed for adequate support of this curriculum. After this assessment process for new curriculum or curriculum review, the identified needed new resources can be acquired and added to the TCM Library collection and new services implemented prior to the implementation of the new curriculum or upon completion of a curriculum review.

1. **Other Committees**

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

1. **Online Teaching Expectations**

TCM is accredited by HLC for 100% online education. While there are some classes which are 100% online a majority of courses are taught in a hybrid model which includes 110 hours online and 25 hours in Face to Face (F2F). Currently our Learning Management System (LMS) is MOODLE. With this in mind the following expectations guide faculty teaching.

* Faculty will commit to making their TCM distance learning courses the best possible, using MOODLE® and other digital tools made available
* Faculty will follow the [Syllabus Template](https://docs.google.com/document/u/0/d/1DVudS_rHusSlk7GGaozDMehcBmzwqnhLERCmH77bPJs/edit) when designing their courses
* Faculty will follow one of the MOODLE® templates in this document when designing their course(s)
* Faculty who need assistance in Instructional Design will work closely with assigned MOODLE® Assistants, or work with Directors of Information Technology, Distance Learning, or Digital Learning
* Faculty will interact with learners at least twice weekly through Forums, messages, emails, or other means deemed appropriate
* Faculty communication with students will only be through MOODLE® or their tcmi.edu email accounts
* Faculty will grade assignments and return them to learners within two weeks of submission
* Faculty will monitor student progress on MOODLE and when students have not logged on for 10 days will contact students and encourage them to engage in MOODLE.
* Faculty will commit to submitting their final course grades within two (2) weeks following the official end of the course
* Faculty will rewrite their course at least every five years, sooner if relevant learner or content information dictates - any of the five instructional design processes found in this document can guide this process
* Faculty will commit to adding to their professional development in distance learning by attending faculty meeting or watching videos related to distance learning from those meetings
* Faculty will yearly choose one (1) course they will self-critique using the [OLC Template](https://drive.google.com/file/d/1lLZGi3MOSDmJsMs33vz3Qsp7lPTzOCdZ/view?usp=sharing); this template will also be used by the Vice President for Educational Advancement/ Academic Dean or designates to assess the same course
* ***TCM officially uses the*** [***TCM Research and Writing Handbook***](https://tcmint.sharepoint.com/:w:/s/Academics/EWqMgSwtyqdPjWtWD2eoxUkB4n6H-Tjeq6MdBhdV8MUW2g?e=msPsbK&CID=de6abd2a-5d2c-9ff3-9431-85939feb98b5) ***all written assignments.*** The course syllabus and bibliographies should follow the APA and SBL documentation styles taught in this handbook and the research courses.
* When a book and/or an article is translated for a course, a digital copy with appropriate author/publisher copyright permissions is given to the TCM Library to be added to the collection. Example: *“Non-exclusive rights to distribute \_\_\_\_\_ and \_\_\_\_\_ translations within TCM International Institute for academic use (with password protected access) over a five year period."*

**4. TCM Library Expectations**

Given that the faculty are the subject matter experts of the TCM curriculum and the TCM Library supports that curriculum, a partnership between the faculty and the TCM Library is essential. Faculty should consult the TCM Library Guide as found in Appendix D.

Within this context, faculty expertise is needed in these ways:

* Faculty will identify specific resources needed for each course.
* Faculty will request identified resources in sufficient time to be available for day one of the course.
* Faculty will encourage students to use TCM library resources and services, asking for “how to” assistance from the TCM Library as needed.
* Faculty will embed a link to TCM library resources in MOODLE®, when appropriate to the course.

The TCM Library will seek to provide access to resources and services that meet the curriculum-based information and library research needs of all students, regardless of a student’s learning language or location in the world.

**Section 5 Adjunct Faculty Processes**

Adjunct faculty members are those who have been invited by TCM to offer regular courses in the curriculum. Each individual teaches at least one course per year, may be consulted as subject matter experts in curriculum review, and/or may be asked to serve as research supervisor in areas of expertise when they have time.

Visiting lecturers are invited to teach at TCM on an occasional basis. Each one teaches one or two courses on the occasions they are assigned to teach, and may also be involved in research supervision in areas of expertise when they have time.

The work of volunteer adjunct professors has been a vital part of TCM’s mission over the years. This must continue. TCM International Institute needs spiritually mature teaching servants who pray, love, serve, and give unselfishly now more than ever. The work of volunteer adjunct professors in teaching and demonstrating servant leadership is crucial to this institution. Professors influence recognized and emerging national Christian leaders who have faithfully endured many trials and hardships in life. May God bless you in this endeavor!

TCM serves people from many language groups, cultures, traditions, and ethnic backgrounds. It is the goal and vision of TCM to develop disciple makers through graduate Organizational Leadership education to make a global impact by more effectively influencing their churches, cultures, and countries for Christ.

All travel to Mentoring Centers in other countries for ministry or personal visits with TCM contacts (students or Regional Representatives) must be approved by the Chief Academic Officer and the President of the TCM. Invitations from TCM contacts to visit, teach and/or preach in other countries or for TCM contacts to visit the US for purposes of immigration or special assistance in fundraising may be the basis for dismissal from the TCM program. ***It is TCM’s policy that the people taught are served exclusively on behalf of TCM and therefore must not be contacted after you have returned home without the knowledge of TCM****.* The administrators of TCM ask all Adjunct Faculty/Visiting Professors to respect and honor this policy. Also, personal information about students gained during teaching for TCM either at Haus Edelweiss or in other Mentoring Centers must not be used on blogs or posted on the internet or in publications without the student’s written permission. TCM follows the strict guidelines of FERPA and GDPR.

For more information and details about the TCM International Institute and its program, degrees, personnel, etc. please refer to the online TCM [catalog](https://docs.google.com/document/d/1rmJwaUyzNyHcSTw7GC-Bm0taj9bjwgoL_Ny_XNquBNk/edit?usp=sharing).

TCM International Institute is accredited by the Higher Learning Commission (HLC):

30 North LaSalle Street, Suite 2400, Chicago, Illinois 60602-2504 telephone: (800) 621-7440 or (312) 263-0456

(for more information about the HLC, visit their website at [The Higher Learning Commission](https://www.hlcommission.org/).

## Documents Required

The TCM office requires a TCM Professor File on site for each adjunct professor. The following documents are required. If you have not submitted these documents, please do so as soon as possible after you are first asked to teach.

### Curriculum Vitae

The *vitae* should contain the following information:

* Name
* Home address and phone/fax/email
* School address and phone/fax/email
* Educational background
* Professional/Academic experience
* Awards
* Publications
* Professional presentations and lectureships
* Cross-cultural experience
* References

### Transcripts

The TCM office requires an official transcript of the highest educational degree completed by each professor. This must be sent from the granting institution directly to the Registrar of TCM in Austria. Visit the website of the institution that granted your highest degree to find instructions about obtaining an official transcript.

**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 given letters of appointment. This section of the Handbook, along with the annual Letter of Appointment, guides faculty positions.

**A. Faculty Definition**

TCM recognizes permanent faculty, adjunct faculty, and visiting lecturers. Permanent faculty include those who are full-time; and those who are part-time.

**B. Permanent Faculty**

The permanent 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.

Permanent faculty members carry 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.

Permanent faculty time allocations are made on the basis of negotiated workloads. In annual consultation with the President and CAO, faculty present goals for the next year and participate in a performance review. 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 TCM’s needs and goals and faculty opportunities for research, ministry and writing.

**C. Adjunct Faculty**

Adjunct faculty members are those who have been invited by TCM to offer regular courses in the curriculum. Each one teaches at least one course per year, may be consulted as subject matter experts in curriculum review, and may be asked to serve as research supervisor in areas of expertise when available.

**D. Visiting Lecturers**

Visiting lecturers are invited to teach at TCM on an occasional basis. Each one teaches one or two courses on the occasions they are assigned to teach, and may also be involved in research supervision in areas of expertise when available.

**E. Faculty Rank**

TCM recognizes three faculty ranks: Professor, Associate Professor, and Assistant Professor.

**F. Faculty Appointment**

* Faculty are carefully screened and appointed by the President in consultation with the

CAO to assure their compatibility with the mission and objectives of the TCM.

* Every faculty member is generally expected to possess the following characteristics:
* Demonstrate Christian character
* Cross-cultural experience
* Practical experience in Christian leadership
* Appropriate academic preparation, normally the terminal degree.

**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

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.

TCM may permit access to and copying from such files pursuant to lawful requests and identification of accreditors, 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 Chief Academic Officer or Academic Dean.

**H. Faculty Evaluation**

The CAO and/or the Academic Dean will evaluate the faculty member, formally or informally, on a regular basis. Concern is shown for the faculty member’s spiritual and physical well-being, as well as teaching responsibilities, professional development, and future goals. This is comprised of:

1. Faculty Conduct, Character, and Competency. This ensures faculty conduct themselves in a manner consistent with New Testament Christianity.
2. Student Evaluations. Each course students complete an evaluation form at the conclusion of each class. The CAO or Director of Institutional Effectiveness provides a year-end summary of evaluations. Further discussion will be pursued as deemed advisable by the CAO or at the request of the faculty member.
3. Annual Faculty Plan. Prior to January 1 each year, the permanent faculty submit plans to the CAO for the following calendar year. They 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

**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 requested prior to the release of the teaching schedule for the upcoming academic year. Faculty are expected to fulfill any remaining duties.

**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 U.S. faculty members shall terminate subject to federal law at that time, except those vested as of the date of retirement under any pension program provided by TCM.

**3. Separation for Financial Exigency**

Should a financial situation arise that requires a reduction of faculty, the President shall declare a period of financial exigency. 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 TCM
* Reckless violation of professional ethics
* Denial of the Lordship of Jesus Christ or theological heterodoxy
* Any sexual immorality
* Behavior demonstrating that he or she is no longer in sympathy with the purpose and goals of the TCM.

**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 Executive Leadership Team (ELT) by the President or a designee. The ELT will obtain a written or oral statement from the faculty member with regard to the charges and any other data deemed pertinent. The ELT 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 ELT, 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 ELT 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 Responsibilities, 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, TCM does have legitimate expectations concerning the conduct of theological education. The following statements outline, in a general way, the obligations of faculty members.

1. **Student Privacy**

In compliance with FERPA and GDPR, faculty members must respect the privacy of students, and should not disclose unauthorized information.

**2. Adherence to Community Life**

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

At TCM, the life of Chrisitan community may be more intensive and 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. This is one way of clearly modeling servant leadership to students and each other. Although faculty members are not staff, while living at Haus Edelweiss they should be conscious of and respect the daily operations of the Haus.

**3. Teaching Responsibilities**

A faculty member is appointed with the expectation that he or she will be occupied with the academic growth and formation 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.

The CAO, in consultation with the Assistant Dean and faculty member, determines which courses a faculty member will teach.

Faculty members are also responsible for submitting grades in the gradebook on MOODLE within two weeks of course completion.

Faculty will often teach at various mentoring centers. For information about In-Country travel you may find the following [link](https://docs.google.com/document/d/1JWcbNy0wZ59whGspXWzN-l6zHYaunS2OzH57GgFHqrA/edit) helpful. Please see the In-Country section for information.

As the majority of faculty teach through a translator, every faculty member, including adjunct faculty and visiting lecturers, should familiarize themselves with the general guidelines of Working with a Translator as found in Appendix B.

**4. Disciple-Making**

TCM’s ethos focuses on intellectual preparation and the intentional spiritual formation of Christian leaders. Permanent faculty members will be expected to mentor students. Each faculty member may develop his or her mentoring relationship with students in appropriate ways.

**5. Thesis Supervision**

The Director of Research in consultation with the Academic and Assistant Deans, and faculty member, may assign faculty members thesis supervision for students completing an MA or MDiv thesis. Qualified adjunct faculty or outside professionals may be invited to participate in thesis supervision as needed.

TCM greatly values the role and influence of sound theological research and reflection, particularly as evidenced in student thesis projects. Such projects can shape churches, cultures, and countries for Christ for generations.

As such, TCM faculty are greatly encouraged to supervise at least one thesis project per year as primary reader or serve as a second reader for two projects. Given the many responsibilities of teaching, professors are encouraged not to take on more than two to three theses per year. Adjuncts and outside professionals serving as primary or secondary readers may be compensated with a small stipend.

**6. 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.

**7. Administration and Committees**

Some faculty members may serve in administrative or governance functions, with time to be allocated as a part of the annual assignment of duties.

**8. Ministry to the Constituency**

Some faculty members may 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 TCM and its ministry.

**9**. **Conduct**

TCM faculty, as mature Christian leaders, must conduct themselves according to the highest standards of biblical morality and ethics. Faculty shall not engage in immorality, dishonesty, disorderly conduct, or other ungodly behavior destructive to themselves, TCM, or its constituents.

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).

Faculty must also be aware that some actions, such as drinking alcohol and using tobacco, while not prohibited by the Bible, are viewed negatively by Christians in many countries of the world. As such, they should exercise wisdom and caution. Faculty are prohibited from using illegal substances in any way.

**B. Academic Freedom**

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

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. Faculty are free in the classroom to discuss their subject and should not introduce matters which have no relation to their subject.

Faculty sometimes write or speak as citizens, but at other times as scholars and educational officers. Faculty members should remember that public statements may reflect on their profession and their institution. Faculty should exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate when they are speaking as private citizens.

**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.

**E. Workload**

**1. Teaching Load**

The 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.

TCM created guidelines for faculty workload. The purpose of these guidelines is to:

* Ensure a quality academic environment
* Ensure individualized instructional service to each student
* Provide guidance to the CAO, Academic Dean and faculty in making assignments
* Give guidance in an effort to equitably distribute faculty responsibilities though workload of individual distributions of teaching load, research, and administration may vary across faculty members.

The following are guidelines for workload distribution to faculty and may be amended according to the needs of the faculty member and TCM.

* The teaching load for full-time faculty is 8 classes (24 hours) per academic year (January 1 through December 31)
  + Faculty members carry 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. (2023-2025 Combined Faculty/Adjunct Handbook, p. 18)
* Full-time faculty may, by agreement with the CAO and Academic Dean, be assigned administrative or other duties of the institution in lieu of the teaching load.
  + Faculty members who serve in the capacity of Director may reduce their teaching load to 5 classes (15 hours) per academic year.
  + Faculty members who serve in higher administrative positions may reduce their teaching load to 3 classes (9 hours) per academic year.
  + Adjunct faculty teaching load should be kept to one to three classes unless approved by the CAO or Academic Dean.

**2. 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.

**G. Faculty Compensation**

**1. Compensation Standard**

The ELT determines individual faculty compensation.

**2. Benefits**

The ELT determines individual faculty benefits.

**I. Letter of Appointment**

TCM gives each faculty member an annual letter of appointment (LOA). This letter states the general parameters of the faculty’s responsibilities and specific 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 TCM 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](https://tcmi.edu/students/grievance/) 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. Requests for such a 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.

**K. Diversity Policy**

TCM International Institute seeks to provide a higher learning environment that engages Christian men and women of various ages, cultures, nationalities, people groups, languages, races, abilities, and socio-economic backgrounds that support our mission, vision, values, and principles.

**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: Course Information**

## Syllabus

TCM has a [template](https://docs.google.com/document/d/14PnaNrqXt2s4IJRN7eavM8E_vxVIRCXJCJ_zoFFMkxk/edit?usp=sharing) for the writing of syllabi. Professors are required to use this template when writing a syllabus (or syllabi). In addition, professors are responsible for submitting a copy, preferably in Google Docs, of an updated syllabus for each course to the Assistant Dean by 30 November of the year before the course is taught. If a course starts in December please submit the syllabus by 15 October. It is critical that professors submit their syllabus (or syllabi) in a timely manner so that it can be posted on the TCM website and MOODLE®, for learners to access and or download well in advance of the scheduled course (three months minimum).

When preparing the syllabus, the instructor should pay special attention to the course goals and make sure assignments are designed to meet TCM program goals, and class goals are assessed/evaluated and clearly identified in the Assessment section of the syllabus, e.g. if critical thinking is a goal, how is that assessed?

Materials which are provided to you for use in your course from a TCM faculty member are owned by the creator and cannot be shared with students unless written permission is received from the creator. For more information about Intellectual Property see Appendix A.

Many students will do all or most of their required course work in their native language. Some will write in English. If it is required that written work be translated into English, please specify this in the course syllabus. Instructions will be included in the MOODLE® instructions. Papers submitted for MDiv courses ***must*** be written in English. ***TCM officially uses the*** [***TCM Research and Writing Handbook***](https://tcmint.sharepoint.com/:w:/s/Academics/EWqMgSwtyqdPjWtWD2eoxUkB4n6H-Tjeq6MdBhdV8MUW2g?e=msPsbK&CID=de6abd2a-5d2c-9ff3-9431-85939feb98b5) ***all formal written assignments. Please have this link listed in your syllabus.*** The course syllabus and bibliographies should follow the APA and SBL documentation styles taught in this handbook and the research courses.

## 

## Textbooks

Adjunct faculty should consult with the Director of Distance Learning, Director of Digital Resources, Information Services Librarian, and/or a permanent faculty member to choose textbooks for each course. Some texts are chosen because they are available in the primary Eurasian languages. This enables the non-English proficient student to have access to the required reading in their first language. A list of alternative text books in the vernacular is part of every TCM syllabus. If textbooks for the course are only available in English, professors should confer with the Information Services Librarian [library@tcmi.edu](mailto:library@tcmi.edu) to provide other suitable reading in the vernacular. These books can be used as textbooks or as recommended reading.

As the cost of textbooks increases faculty need to explore low costs, or free books and/or other resources. [Open Education Resources](https://www.oercommons.org/), [Creative Commons](https://creativecommons.org/), [PDFDrive](https://www.pdfdrive.com/), [YouTube](https://www.youtube.com/), and other sites offer books, PDF’s, articles, and videos which may support the course goals.

## Research Assignment Guidelines

Research assignments that are included in course syllabi should include step-by-step instructions to help the student access the intended resources. However, professors ***should NOT include any required passwords for TCM Library use in their syllabi****.*

When describing assignments in a syllabus, use terminology that is appropriate to the required research. Please specify to learners how to also use other available digital resources apart from a library.

## 

## MOODLE® Course Design:

## Course Design

If you are teaching a course for which a syllabus is already written you will begin with #1, though recognizing the accepted syllabus already includes many of these questions. However, it is still a worthwhile activity with which to begin your preparation for the course. Steps #2, #3, and #4 are yours to complete and implement in your course, though the syllabus may have recommended materials for these steps.

1. **Begin With The End in Mind - Learners need be able to articulate these course goals**
   * What do you want learners to know?
     + What do they already know?
       - Is any of this prior knowledge faulty?
       - Can we build on their prior knowledge?
     + What is the threshold knowledge in this discipline everyone needs? (facts, principles, concepts, processes, strategies, methods, etc.)
     + What essential new knowledge do learners need to develop?
       - What are the provocative questions which foster inquiry
       - Are there skills needed to answer these questions?
   * What do you want learners to value?
     + What values do learners hold?
     + What values will be challenged?
     + What values will be presented?
   * What do you want learners to do (meanings and transfer)?
     + What skills do you want learners to develop?
     + What habits do you want them to develop?
2. **What Evidence Do We Need To Answer The Initial Questions - What’s working? What’s not working?”**
   * Assessment types
     + Written Assignments
     + Tests
     + Oral Presentations
     + Digital Presentations
     + Projects
     + Non-Graded
       - Background probe - questionnaire at beginning of class to see what learners know
       - Minute Paper at end of topic or end of section
       - Muddiest point at end of topic or end of section
   * Measurement types of tests/quizzes
     + Correct Answer
     + Reflection responses
     + Open-ended answers
3. **What Resources are Available - *these are NOT the course curriculum, but resources for presenting curriculum***
   * Books
   * Videos
   * Articles
   * Web sites
4. **What Learner Experiences Will We Use - keep long-term goals in mind when you design the content - How do we intellectually engage learners? How do we practice ethical copyright guidelines?**
   * Learner to Content Interactions - provide an organized path with clear guideposts
     + Readings (books, articles, etc.)
     + Video
     + Audio
     + Case Studies
     + Assignments
     + Discussions
     + Practicing skills
   * Learner to Learner Interaction
     + Forums
     + Wikis
     + Message
     + Collaborative work
     + H5P - in MOODLE® - various options
     + Peer-reviewed presentations (papers, verbal, digital, etc.)
   * Learner to Professor Interaction
     + Forums
     + Message
     + Feedback on papers, projects, presentations
     + Video synchronous meetings - ZOOM is now the TCM preferred video conferencing system
   * Professor to Content
     + Lecture
     + Video - yourself, other generated (e.g. YouTube)
     + Written thoughts (book notes, slide notes, etc.)
     + H5P in MOODLE® - various options

An hour for faculty consultation is provided daily when teaching at the Haus for direct instruction for individuals or groups of students. If a final exam is not given, the final two hours of class should be used for direct instruction. If oral exams are used, the remaining students should be given an assignment to complete while the individual exams are completed.

Each classroom at Haus Edelweiss is equipped with multimedia technology, white board, IFP or data projector. New for 2022 are Interactive TV’s in all Haus classrooms. If you’ve never used one of these Kaleb is developing a tutorial for faculty use. Most course locations will be equipped in a similar fashion, but more advanced notice may be required to make these arrangements. Using PowerPoint or other slide presentation applications is a good and acceptable way to provide instruction and communicate in the classroom. Slides may be uploaded to MOODLE® in advance of the class if the professor wants students to have them. Students may then make their own copies before arriving at Haus Edelweiss if they desire a paper copy, or they may use a memory stick to copy. Most students will bring their own laptops or tablets.

Here are some simple elements to make your class successful.

* Start and stop on time - value the students’ time and your own.
* If you are teaching in the Riverside Classroom you will have a key which opens the door between the Library door and the front office door. Please make sure this door is locked at break times and at the end of the day. Ask students to take all personal items out of the room at the end of the day.
* If you are teaching in the Patio Classroom ask students on Friday at the end of the class day to remove their personal items for the evening reception.
* If you are teaching in the LTC Classroom asks students at the end of the class day on Saturday to remove their personal items for Sunday worship.
* You may choose to send your students on “field trips'' on campus (never off-campus) - library, pool patio, etc. However, remember there may be Short-Term Workers (STWs) working in certain areas and their work may make noise and interrupt the quiet you expected. If you know you are doing this you might want to tell the area supervisor so if possible they can rearrange their work that day.
* A STW will supply you with fresh bottled water every morning and afternoon. There also will be throat lozenges at your teaching space, along with tissues.
* If you want to have conversations with students please do so in the classroom, the Lounge in the Haus, or the patio. This allows STWs to do their work and you to have a more quiet place for conversation.
* If you do not want students’ access to the Internet during class-time please contact Mihai Bojonca ([mihai.bojonca@tcmi.edu](mailto:mihai.bojonca@tcmi.edu)) and he can disable access.
* If you find need for anything in your classroom please contact Victoria Bojonca ([victoria.bojonca@tcmi.edu](mailto:victoria.bojonca@tcmi.edu)), Andrey Puzynin ([andrey.puzynin@tcmi.edu](mailto:andrey.puzynin@tcmi.edu)), or a Long-Term Worker (LTW) and they will try to assist you.
* ***TCM officially uses the*** [***TCM Research and Writing Handbook***](https://tcmint.sharepoint.com/:w:/s/Academics/EWqMgSwtyqdPjWtWD2eoxUkB4n6H-Tjeq6MdBhdV8MUW2g?e=msPsbK&CID=de6abd2a-5d2c-9ff3-9431-85939feb98b5) ***all written assignments. This includes APA and SBL documentation styles. Please have this link listed in your syllabus for written assignments.***

## 

## Online Teaching Expectations

TCM is accredited by HLC for 100% online education. While there are some classes which are 100% online a majority of courses are taught in a hybrid model which includes 110 hours online and 25 hours in Face to Face (F2F). Currently our Learning Management System (LMS) is MOODLE®. With this in mind the following expectations guide faculty teaching.

* Faculty will pray for students and their growth in this course, also praying that they take what they learn from this course and apply it to Christian leadership and disciple-making.
* Faculty will either design their own MOODLE® materials using recommended Instructional Design principles, or may choose to ask for assistance for the Instructional Design of the course
* Faculty will twice weekly engage students online - this engagement may be through Forums (discussion boards); Messages ; feedback on assignments; etc.
* Faculty will respond to emails or Messages about the course within 48 hours.
* Faculty will provide assignment feedback within two weeks of submissions so students can understand how to work on additional assignments
* Faculty will monitor student progress on MOODLE® and when students have not logged on for 10 days will contact students and encourage them to engage in MOODLE®.
* Faculty will submit a final grade for each student within 2 weeks after the end of course.

## TCM Library Expectations

Given that the faculty are the subject matter experts (SME) of the TCM curriculum and the TCM Library supports that curriculum, a partnership between the faculty and the TCM Library personnel is essential. Faculty should consult the TCM Library Guide as found in Appendix D.

Within this context, faculty expertise is needed in these ways:

* Faculty will identify specific resources needed for each course.
* Faculty will request identified resources at least one month ahead of the first day of the course.
* Faculty will encourage students to use TCM library resources and services, asking for “how to” assistance from the TCM Library personnel as needed.
* Faculty will embed a link to TCM library resources in MOODLE®, when appropriate to the course.

The TCM Library will seek to provide access to resources and services that meet the curriculum-based information and library research needs of all students, regardless of a student’s learning language or location in the world.

All courses and faculty are assigned a MOODLE® Assistant who will help you design your course if you choose this option. You are free to design your own course, though recognize that the Director of Distance Learning or Director of Digital Resources may step in and assist if your own design does not meet the [TCM guidelines](https://docs.google.com/document/d/1tGmD_kwN-0OrXxVs7GfVDMg20SnZI6KqltBLdkY59wE/edit?usp=sharing). These Assistants will also notify you when the course is “live” so you will know that students can enroll and you can begin interacting with them.

## Assessing Student Learning

Faculty are responsible for choosing the way they will assess student learning. This step should have been completed in the planning for the course. Faculty must determine which assignments will be required and which assignments are optional if you choose to offer these. Whatever form you use to assess student learning must be aligned with your syllabus and your syllabus will then be aligned with MOODLE® gradebook. So please make sure your syllabus assignments are aligned with MOODLE® gradebook. Grades are due NO LATER than two (2) weeks following the close of the course.

**Testing**

Some faculty choose to test students as part of the assessment process. Due to language barriers, essay tests require time for translation. Please plan accordingly. The professor may choose to administer an oral exam if there are few students. If the professor chooses to give a final exam, it should be given on the last day (Wednesday at HE) during the last class session. Some professors have found it useful to give two or three smaller exams during the course and to grade each exam in class. If necessary, the exam can be translated into the appropriate language(s). The exam will need to be given to the translator in advance.

If the instructor is unfamiliar with test construction and grading, the Registrar can assist in this process.

You are required to submit final grades for the course on the MOODLE® platform, then inform the Registrar ([registrar@tcmi.edu](mailto:registrar@tcmi.edu)) that final grades have been posted. Final grades are due no later than two (2) weeks after the course is completed. An extension for finishing the course requirements of up to four weeks may be granted to students in special cases. At the conclusion of the extension, please assign grades to the students based on the work they submitted. Additional information about the students attending the face-to-face part of the course will be distributed to all professors at the Thursday Professors’ Orientation meeting.

**Section 2: 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 in terms of GPA calculation. Repeated courses 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. Persons that Would Be Affected by This Policy**

TCM Faculty: Full-time and part-time employees of TCM, including faculty, adjunct faculty, and visiting lecturers.

**3. Ownership of Intellectual Property**

Components of faculty-designed courses, such as lectures, class notes, digital data, anything else created for course, are the property of the faculty member and cannot be revised, edited, supplemented, or incorporated into courses taught by others without the written consent of the original creator. Nor can an online course as a whole be assigned to another instructor without the written consent of the faculty member who created the course, unless the faculty member agreed to treat the course as a work made for hire with such ownership rights residing in the institution. ([AAUP](https://www.aaup.org/report/statement-intellectual-property) - Accessed March 2021)

TCM recommends all documents created for classes and posted on MOODLE or handed out in class contain a dated statement indicating ownership of the materials belongs to the faculty member who created it. This can be on the front page of your MOODLE course, or on each document.

If a faculty member asks and receives written permission for use of another person’s academic or course materials (i.e. the owner), the faculty member must not pass that material to students, other faculty, or anyone else. If someone asks for any of the material, direct them to the owner of the material and seek permission for use.

If a faculty member opens a Moodle course and discovers that the Moodle Assistant has accidentally copied another faculty member’s Moodle course, the faculty member should request a new course shell for the purpose of creating their own course. No faculty member should use the Moodle shell or course of another without written permission from the other faculty member.

**4. 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 intellectual property.

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.

**5. Revenue**

Revenue received by a faculty member from the sale of intellectual property owned by the faculty member, e.g. patents or inventions, belongs solely to the faculty member.

Revenue received by TCM from the sale of intellectual property owned by TCM, e.g. patents or inventions, belongs solely to TCM.

Revenue received from intellectual property jointly owned by TCM and the faculty member shall be distributed according to specific agreements as negotiated between the parties.

**6. Copyrights**

Copyrights on intellectual property 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 TCM. TCM does own the MOODLE courses Instructional Design when a paid employee creates the design. However, course content created by the faculty members remains the intellectual property of the owner. Unless stated to the contrary by separate agreement, TCM 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.

Here is a [link](https://docs.google.com/document/u/0/d/1M7wjdXeMknDWU4hoVhu4UDQJkCsiKZX294EG8OG9lN4/edit) to Copyright Documents for use in your classes. Please read this document so you can understand more about Copyright and the Creative Commons. Please practice these guidelines in your classes and teach students to use them as well.

**7. Video**

Faculty are not to be videoed in their classes by ***anyone*** unless written [copyright permission](https://docs.google.com/document/d/1y1d-iAjNf1-1DM5YgTTemxWjpBBsbM_HW-xlMWKmq00/edit?usp=sharing) is given. If permission is given it is only for one person, and not to be shared with others.

**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 Eurasia and the African continent 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, or there are multiple translators in the class.
* 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. Ask your translator how she/he wants breaks for translation.
* 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 the 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.

**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***

TCM 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 of creating an offensive environment for that person.

Although it might be desirable to be to define specific behaviors that are understood to constitute sexual harassment, the procedures outlined are designed to allow TCM 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 TCM. 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 passes 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**

**TCM LIBRARY GUIDE FOR FACULTY**

## TCM LIBRARY

The TCM Library is a theological library that provides access to resources and services that are intentionally based upon the TCM vision of preparing students for leadership roles in disciple making movements.

The TCM Library resources, both electronic and print, are specifically selected to support and enrich the curriculum and assist in meeting the research and information needs of each student. The TCM Library services strive to help the faculty and a student find the resources needed to complete their course assignments and learn research skills.

On the [TCM Library website](https://tcmi.edu/library) and in the TCM Library section within MOODLE® can every student and faculty member can learn about the resources and services of the TCM Library. Using the [TCM Library catalog](https://library.tcmi.edu) a student or faculty member can access electronic resources or locate print resources.

The electronic resources and services of the TCM Library are accessible via the Internet by every student or faculty member anywhere in the world.

* Using their TCM email a student or faculty member can access the over 25,000 English language electronic resourcess consisting of eBooks and audiobooks, reference eBooks, and theses. As well, over 600 full-text English language electronic journals with over 3,000 indexed journals can be accessed in these four databases: *ATLA Religion Database with ATLA Serials, Religion and Philosophy Collection, Theological Journal Library*, and *Christian Periodical Index*.
* In the TCM Library section within MOODLE®, a student or faculty member can find the usermame and password to access the over 16,000 electronic books and other resources in the student learning languages of Bulgarian, Romanian, and Russian.

The print resources and in-person services of the TCM Library are available at these two locations:

* The Austria campus in Heiligenkreuz provides a physical library collection of approximately 25,000 print books in the English language and8 student learning languages, print journals, limited media items (DVD, CD), individual and group study spaces, with in-person assistance available. Access to this library location is 24 hours / 7 days per week when classes are in session on this campus. Also, laptop computers may be available for check-out.
* At the Indianapolis, Indiana Corporate Center there is a physical library collection of approximately 6,500 print books in the English language, with limited individual study space and in-person assistance. Access to this library location is by appointment.

Courses on MOODLE® can include a reading resources section with bibliographies in the relevant languages and links to the TCM Library’s eBooks and other electronic resources. The bibliographies sections offer an online form where faculty and learners can submit their questions and receive help with accessing and allocating resources suitable for the specific course.

In addition, the TCM Library has multiple Partner Library resource sharing agreements with selected in-country libraries that can provide student access to biblical and theological resources in their home countries and in proximity to TCM’s in-country teaching locations. The library locations of these resource-sharing agreements can be found on the [TCM Library website](https://tcmi.edu/library).

The TCM Library is committed to providing each student and faculty member with quality service and access to resources that support the curriculum regardless of a student’s location or learning language.

Additional questions may be addressed to [library@tcmi.edu](mailto:library@tcmi.edu).

**Research and Information Literacy Skills**

Not all TCM students arrive with excellent information literacy skills, the “ability to locate, evaluate, and use effectively needed information” (ALA, 2005). This is an important area where faculty and the TCM Library can collaborate in order to enable students to become independent lifelong learners who can master content effectively, think critically, demonstrate competencies in research, and communicate Christian faith contextually and culturally.

Below are six principles for implementing information literacy skills in syllabi design, adapted from ["Designing assignments to develop information literacy skills" by Drew University Library](http://www.users.drew.edu/~jcaldwel/assign.html). To obtain assistance from the Library email [library@tcmi.edu](mailto:library@tcmi.edu).

* Assignments should be directly relevant to the learning goals of the course and enrich 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 skills 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.
* Include practicing retrieval of information by assigning the use of some meaningful finding tool such as the library catalog, database or search engine.
* 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.

**Appendix E - Adjunct Faculty General Information**

# 

## Spouse as Short-Term Worker (STW)

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***](mailto:tcm@tcmi.org)***.*** The Indianapolis office will then send a copy of the STW Handbook to the spouse*.*

## Travel Itinerary

It is TCM’s policy that adjunct/visiting professors are responsible for their own travel arrangements and expenses to and from Vienna. A gift-in-kind letter for tax purposes may be obtained from the Indianapolis office. TCM provides room and board while teaching at Haus Edelweiss and each mentoring center. TCM provides travel arrangements and covers expenses from Vienna to and from any other Mentoring Centers. Any exception must be approved by CAO and/or another member of the Executive Leadership Team.

TCM cannot grant extra days of housing at Haus Edelweiss for the following reasons:

* limited personnel
* lack of volunteer support between sessions
* days off between sessions for staff
* the property is isolated with very limited access to public transportation
* the inability to grant housing to other individuals and groups

Any exception must be approved by the TCM Vice President of International Operations.

Adjunct/visiting professors should plan their itinerary to *arrive in Vienna/Haus Edelweiss on Monday*, before the session (course) begins on Thursday. A TCM representative will be waiting at the Vienna airport and will transport the professors to Haus Edelweiss. A Monday arrival is important for the following reasons:

* jet lag recovery time
* participation in Vienna day visit if so desired
* participation in the general orientation meeting on Wednesday
* allow for time to build relationships with other team members
* required attendance at the professor orientation meeting on Thursday
* completion of any course preparation
* allow for time to request copies of class materials prior to class

Adjunct professors should plan their itinerary so that *departure from Haus Edelweiss is on Thursday or Friday,* following the completion of the session (course) on Wednesday.

Please send travel itineraries and flight schedules to Haus Edelweiss as soon as possible.

**Fax:** 011-43-2258-8727-45 (dialed from the U.S.)

0011-43-2258-8727-45 (dialed from Australia)

**E-mail:** [haus@tcmi.edu](mailto:haus@tcmi.edu)

## Traveling Abroad

A passport is needed to travel anywhere outside the adjunct’s home country. Austria requires visas for certain countries, although US citizens do not need a visa to enter Austria. Some Mentoring Center locations require a visa to enter. You can check with those country embassies for information. For additional information for US adjunct faculty, please consult <http://www.state.gov/travel/>. The TCM office will be in contact with professors in advance to assist in obtaining a visa if teaching assignments require entry to one of these countries.

An international driving permit is required in most countries to rent a car for personal touring before or after teaching at Haus Edelweiss. TCM cannot and will not provide a vehicle for personal use by adjuncts. For US citizens an international driving permit can be obtained from your local AAA Motor Club office in the US.

***All travel and housing arrangements for personal sightseeing (before or after teaching for TCM) are the responsibility of the Adjunct/Visiting professor.***

## Jet Lag

A flight across several time zones involves a lot of sitting and changes in the body’s internal clock. Here are a few suggestions to help cope with jet lag:

* Stand up in the plane about every two hours and walk in the aisle to prevent swelling of legs and feet. Drink an abundance of water instead of caffeinated beverages.
* Upon arrival at Haus Edelweiss, some find that taking a short nap (one or two hours) helps, then get up and do some kind of activity or recreation. Then try to stay awake until normal bedtime.

## Luggage

Upon check-in at the airport, luggage should be checked straight through to Vienna. Please check the airline carriers’ website for restrictions on gels/liquids or other items that may not be carried on board. There are seldom exceptions by the airlines to allow check-in of more than one suitcase subject to a 50-pound weight limit. One additional bag, small enough to fit under the seat or in the overhead compartment (usually 45 inches max. in *length + width + height*) is usually allowed. Please consult your airline carrier for additional luggage details. ***Keep toiletries, prescription medicines (airline approved amounts and limits), a change of clothes, lecture notes, etc. in a carry-on bag in case checked baggage does not arrive in Vienna with the flight***.

For US citizens planning to travel by air outside the US before or after teaching, keep in mind that many airlines have much smaller weight restrictions than international flights from the US. Be sure to check airline luggage requirements.

If checked baggage does not arrive with the flight, go to the lost luggage counter in the arrival hall in Vienna and complete paperwork indicating that luggage did not arrive. Personnel at the lost luggage counter will ask for the address and telephone number to Haus Edelweiss - (*TCM Haus Edelweiss: Sattelbach 16; 2532 Heiligenkreuz, NÖ; Tel. +43 (0) 2258 8727).* **It is essential to have this information on hand. Write it down before you leave home and keep it with you!**

**A special request!** For US Adjunct Faculty you will sometimes find there are items (e.g., supplies, textbooks, etc.) at TCM’s Indianapolis office that need to be carried over to Haus Edelweiss. It is always greatly appreciated when professors are able to carry a TCM suitcase from Indianapolis to Vienna. If it is possible to help in this way, please contact the TCM Indianapolis office at (317) 299-0333 well in advance of departure.

## 

## Vienna International Airport

The plane may pull up to a main terminal gate or a bus may transport passengers to the main terminal. Once inside the terminal, follow the signs to “Wien” (do not follow the *transit* signs). Passengers may or may not come to a “Passport Control” checkpoint. Passport Control checkpoints require showing passports. Follow the signs to continue to the luggage arrival hall.

Signs are above the luggage carousel indicating which flight(s) that carousel serves. Luggage carts are available in this area, which require a 1 or 2 Euro (€) coin. A money-changing machine is near Bands 1 and 5 that will change U.S. paper currency to € coins for use in the luggage cart.

After collecting luggage, proceed through customs checkpoints. Go through the “Nothing to Declare” exit doors marked with green. When you exit the baggage claim area at the airport please go to the right and look for the meeting point. A TCM staff member will meet you there. Please look for the TCM/Haus Edelweiss sign.

If no TCM representative is there, please wait in the arrival hall near the information desk for another 20 minutes before calling Haus Edelweiss. Sometimes traffic is heavy and causes delays. If no TCM representative identifies himself/herself after twenty minutes, please call 02258-8727 from an airport pay phone.

## 

## Exchanging Money

*It may be best to exchange some money prior to arriving. Check your local banks for currency exchange options. If you do not exchange prior to the start of your trip you can exchange upon arrival at the Vienna airport.*  An ATM bank debit card on the Cirrus, Plus, or MAC networks will work at any ATM in Vienna. Euros (€) can be obtained via ATM machines at the airport and in many other locations such as Heiligenkreuz upon arrival. European ATM keypads use only numbers, so knowing the numeric PIN is necessary – no alpha characters will be noted on the keypad. The best exchange rate will be given and no exchange fees will be charged for using ATM machines, although your bank card may charge exchange fees. This is the preferred method of currency exchange. It is also possible to change personal checks, traveler checks, or cash at the exchange counters at the airport or the local bank in Heiligenkreuz. The TCM office at Haus Edelweiss will be ready to assist if necessary.

## Clothing and Dress Code

Fewer clothes are needed while traveling in Europe. Bring clothing that requires very little care. Comfortable, conservative in style clothes are best. It is difficult to predict what type of clothing will be needed based on the weather. The weather can be cool and rainy, especially in the evenings. Therefore, bring clothing which allows some flexibility. It is recommended to view an online extended weather forecast for Baden bei Wien or Vienna, Austria before packing. Washing machines are available for professors to use. There is also a swimming pool at Haus Edelweiss.

It is recommended that dress for the classroom be clean and non-distracting. If an adjunct professor is asked to preach at the Sunday worship service during the session, it is recommended to wear a coat and tie, though ties are optional as dress guidelines in Europe are more relaxed now.

## Health and Medical

***Due to the large number of people to feed and our small kitchen staff, we regret that we cannot accommodate dietary restrictions with special foods.***

No requirements for inoculations exist at this time, though it is imperative you check with the [Center for Disease Control](https://www.cdc.gov/) for international travel health information. If travel into any African nation, Central Asia, Eastern Europe, or Russia is required, it is recommended to have tetanus and typhus inoculations.

If traveling to the African Continent please consult the [Center for Disease Control](https://www.cdc.gov/) for the latest guidelines. Because changes in water and eating habits may cause diarrhea or constipation, it may be necessary to bring Pepto-Bismol or other over-the-counter medications, such as acidophilus taken daily. A small, affordable, water filtration system is recommended.

Adjunct professors may prefer a specific brand of medication or cosmetics and it will be necessary to bring their own supply when visiting here. An European equivalent to just about any medication is available in Austria, but will not be exactly the same (Tylenol and aspirin products or other OTC medications are not readily available without a local Rx) and are usually more expensive.

***Be sure to bring information concerning health insurance coverage in case hospital care is necessary while visiting and teaching in Europe. Adjunct professors should check with their insurance company to confirm coverage while traveling abroad.***

## Contact Information at Haus Edelweiss

Family, friends, and colleagues can reach adjunct professors with the numbers below. Please remind people wishing to call that there is a significant time difference between the US and European time zones, therefore, please ask anyone who may call to consider the time difference. Adjunct professors may be housed in an apartment or room with its own phone extension, depending upon availability. If this is the case, they will be able to call directly.

**Tel:** 011-43-2258-8727 + extension

**Fax:** 011-43-2258-8727-45

There is wireless internet access at Haus Edelweiss and at most TCM Mentoring Centers so access to e-mail accounts will be available.

## Electrical Devices

U.S. electrical devices brought to Europe require a plug adaptor and if wiring does not conform to 220 Volts, a converter is required. The European standard is 220 Volts and 50 Hz. The converter will convert 220Vs down to 110Vs. The plug adapter will fit into the Austrian wall outlet (socket). There are many electrical items now sold in the US that are multi-voltage (e.g., laptop computers, battery rechargers, etc.). However, a plug adapter for these devices is still necessary, but not a converter. Haus Edelweiss usually has a good supply of both converters and plug adapters for use.

If you are teaching at a Mentoring Center you will want to check which type plug is necessary in that country. You may find a [universal adapter](https://www.amazon.com/universal-power-adapter/s?k=universal+power+adapter) is helpful as these tend to work in all settings.

A battery operated travel alarm clock is recommended.

# Haus Edelweiss

TCM’s primary Mentoring Center in Europe is called *Haus Edelweiss* and is located approximately 35 kilometers (22 miles) southwest of Vienna, Austria and just south of the village of Heiligenkreuz (Holy Cross) in the historic Vienna Woods. Under normal traffic conditions it takes approximately 30 minutes to drive from the Vienna airport to Haus Edelweiss.

Haus Edelweiss is in a rural area that is physically isolated. It is not close to shopping. However, after the evening meal and cleanup, there is opportunity for relaxation, devotion, writing, study, reading, walking in the woods, games, swimming, visiting with the students and other volunteers, or just enjoying the beauty of the surroundings. Austria’s second oldest Cistercian abbey, the Heiligenkreuz Monastery, AD 1133, is within walking distance.

## Schedule at Haus Edelweiss

***TCM asks all professors to arrive at Haus Edelweiss on the MONDAY prior to the THURSDAY on which the professor orientation is held.***

The following outline is the typical daily schedule for Haus Edelweiss:

**Sunday**

DEPART - Professors depart from home country airport

**1st Monday**

ARRIVE at Haus Edelweiss

11:30 – 13:00 Self-serve food available

17:00 Welcome meeting

18:00 Welcome dinner with all staff; introductions

After dinner clean-up - Free time

**1st Tuesday**

07:30 – 08:15 Self-serve breakfast

09:00 – 16:00 Optional outing to Vienna; no lunch provided on campus

18:00 Dinner

After dinner clean-up - Free time

**1st Wednesday**

07:30 – 08:15 Self-serve breakfast

08:45 Orientation meeting and Campus tour for STWs - if adjunct are there for the first time this tour is advised

12:00 Lunch

1:00-6:00 Free time to finalize course materials, set-up classroom

18:00 Dinner

After dinner clean-up - Free time

**1st Thursday Students arrive throughout the day**

07:30 – 08:15 Self-serve breakfast

08:45 Prayer and all campus worship

12:00 Lunch

After lunch clean-up

13:30 Faculty Orientation - Professors’ Lounge, Big Haus

18:00 Dinner

19:15 All-campus Information meeting and prayer in LTC basement

**1st Friday**

07:30 – 08:15 Self-serve breakfast

08:45 – 11:45 Class session with break

12:00 Lunch

After lunch clean-up

13:00 - 15:00 Free time or meet with students

15:00 - 17:45 Class session with break

18:00 Dinner

After dinner clean-up Optional activity – STW, LTW, and Professor Appreciation Reception

**1st Saturday**

07:30 – 08:15 Self-serve breakfast

08:45 – 11:45 Class session with break

12:00 Lunch

13:00 - 15:00 Free time or meet with students

15:00 - 17:45 Class session with break

18:00 Dinner

After dinner clean-up - Free time or Guest Lecture as announced

**1st Sunday**

08:00 – 08:45 Self-serve breakfast

10:30 Worship in LTC basement

After worship group photo

After picture Lunch

14:30 Optional outing – to Baden; coffee and tea in dining room

18:00 – 19:00 Buffet dinner

After dinner clean-up - Optional activity – Campfire on the hill

**2nd Monday**

07:30 – 08:15 Self-serve breakfast

08:45 – 11:45 Class session with break

12:00 Lunch

13:00 - 15:00 Free time or meet with students

15:00 - 17:45 Class session with break

18:00 Dinner

After dinner clean-up - Free time

**2nd Tuesday**

07:30 – 08;30 Self-serve breakfast

08:45 – 11:45 Class session with break

12:00 Lunch

13:00 - 15:00 Free time or meet with students

15:00 - 17:45 Class session with break

18:00 Student farewell dinner

After dinner clean-up - Free time

**2nd Wednesday**

07:30 – 08:15 Self-serve breakfast

08:45 – 11:45 Class session with break

12:00 Lunch

13:00 - 13:30 Break

13:30 - 16:15 Class session with break

16:30 Prayer circle and students depart

18:00 Dinner

After dinner clean-up - Praise and Prayer time in LTC basement

**2nd Thursday**

07:30 – 08:15 Self-serve breakfast

08:45 – 11:45 Course grades

12:00 Lunch

Late afternoon free time for packing

18:00 - Optional outing – Local Austrian restaurant for dinner

After return from dinner free time for packing

**2nd Friday**

Prior to departure Self-serve breakfast

By 10:00 depart from Haus Edelweiss to the Vienna departure point

# In-Country Mentoring Centers

If an adjunct professor is scheduled to teach at a center other than Haus Edelweiss, TCM personnel will meet with them at Haus Edelweiss to discuss course and logistic details prior to the trip. If the adjunct professor plans to travel directly to the in-country center, and bypass Haus Edelweiss (Vienna) altogether, then the information will be delivered to the adjunct professor via email.

TCM will make all your travel arrangements from Vienna to the port of entry in the country where you are teaching. We advise that you find out your travel arrangements prior to heading to the country where you are teaching. European airline regulations on carry-on luggage are different from most US carriers, so check to see what the guidelines are on weight and size of both checked and carry-on luggage. You may need to adjust to meet their requirements.

We recommend that you check early with the Consulate of the country where you are going and the US State Department to determine visa needs. You are responsible for applying for visas and paying whatever costs are incurred. Often using an expediter in the city of the Consulate will help you get the visa more quickly, although this is more expensive.

We recommend registering your trip and contact information with the STEP (Smart Traveler Enrollment Program) program of the US State Department [STEP](https://step.state.gov) to receive travel alerts if you are a US citizen. This also helps with potential evacuation in the event of an emergency.

Your in-country host will meet you at the airport, usually with a sign with your name or one saying TCM. Look for this when you have secured your bags and cleared immigration. Your host will take you to your residence for the in-country stay. Depending on the time of the year you may need to take a small fan for hot situations; extra sweaters or jackets for colder weather. Check the weather prior to going so you will know how to pack and prepare appropriately. You may want to take soap and towels as some locations do not have these available. You may be housed at the location where your class is taught or in a different close-by location. If in a different location, plan your travel time to the classroom so you arrive for class.

Never leave anything of value in a hotel room, or residence where you do not believe the room is secure. This means electronics, money, and especially your passport.

People traveling in-country often should take at least one day's supply of bottled water, plus extra supplies (towels, soap, toilet paper, etc.) for contingencies and emergencies.

The food provided may not be to your liking, but do your best to eat what is prepared unless allergies or medical conditions prevent that. Be sure to acknowledge the cooks and thank them for their efforts.

Generally the host will provide bottled water for you. **If not, do not hesitate to ask for this as in most places the tap water is not the best, or even safe**. And it is not a bad idea to take at least a 1-day supply with you in your checked luggage.

If you leave campus, always have your passport with you. It is rare that you will need this, but having it available is always a wise practice.

Do your homework about the country where you are teaching - its culture, economy, religious situation, etc.. The CIA website is helpful with much country information <https://www.cia.gov/library/publications/the-world-factbook/docs/profileguide.html>. Compliment the students and hosts in their country, speaking positively about the country.

You may also want to investigate the church situation before going, though this may not be easy unless you contact someone who has taught there previously.

Be cautious about why you are traveling to countries in Eurasia. Generally use language like tourist, visitor, visiting friends. Avoid mentioning teaching, unless you are in an EU country. If traveling to Kenya it is wise to speak about visiting Missions of Hope International, or simply visiting a Kenyan mission.

Where possible follow the schedule set out by your host, especially for long breaks and meals as these are often dependent on volunteers or staff at the location. Feel free to adjust your classroom time as you need to work around the break and meal schedule. In many cases you will be operating on a schedule where you will need to consolidate your 25 F2F hours in three, three and one-half days, or fours days, depending on travel arrangements or visa limits. This means these days are longer than teaching at the Haus, but feel free to adjust the times as you see the need, maintaining the meal schedule the host provides.

Check with the Haus staff regarding health insurance, payment for translators and accomodations/food, level of money needed to enter the country, etc. You should be given sufficient Euro to cover these costs, but don’t hesitate to ask about this.

Do not promise the students, or translator, that you will welcome them in your home country. Many times if this is said the implied message is that you will financially support their trip. If you want to offer to maintain contact we recommend using your email as the best method.

Checklist for In-Country Travel

| Dates and Location for Course |  |
| --- | --- |
| Visa Regulations and application submitted in sufficient time if necessary |  |
| Registration with [STEP](https://step.state.gov) or home consulate |  |
| Airline Tickets - check with Haus personnel for dates and times |  |
| Check Airline regulations for bags |  |
| Contact with center coordinator - may need to get email address and phone from Haus - with arrival and departure information specifically |  |
| In-Country health insurance and needed vaccinations |  |
| Country requirements for “personal cash” |  |
| Term by which to register in country |  |
| Cash payment to center director - if asked to carry |  |

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## Preaching

Adjunct professors may receive a request and opportunity to preach during the Sunday morning worship service. In this case, be prepared with a 20-25 minute sermon that includes translation and is culturally sensitive with international listeners in mind. If asked to preach in-country, be sure to consult the host/hostess regarding appropriate length of sermon, attire, Lord’s Supper practices, appropriate illustrations, etc.

**Appendix F: 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 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.

**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**

* When faculty travel outside their home country, they should be aware of their country’s closest embassy or consulate, register or report their travel as needed with their home governments, and work closely with regional representatives to monitor possible security issues. Faculty may be required to register with local authorities; regional representatives will guide faculty through this process.
* Regarding faculty who are U.S. citizens, TCM has registered with the United States Embassy in Vienna as having U.S. citizens living in Heiligenkreuz.
* Regarding faculty who are U.S. citizens, the U.S. Department of State recommends that each individual or family REGISTER with the U.S. Department of State. This can be done at this website (https://state.gov/step/). Registrants receive travel advisory updates.
* Overseas Security Advisory Council - www.ds-osac.org Haus Edelweiss subscribes to its daily electronic newsletter.

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