



FACULTY HANDBOOK



U MARINE CORPS UNIVERSITY

Disclaimer

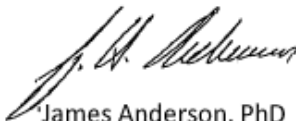
This handbook is intended to be a concise compilation of selected portions of Marine Corps University policies and philosophies from the *MCU Academic Regulations* and other applicable policy documents, directives, and publications. For any official actions, the actual regulations should be used as source documents. Furthermore, operating procedures of individual schools and affiliated support establishments may expound on those mentioned in this handbook. For example, policies and procedures of the College of Distance Education and Training (CDET) provide further details of unique operating requirements related to its distance education programs and employment of adjunct faculty not mentioned in this handbook. Readers interested in more specific information should consult the standard operating procedures and publications of the individual schools and support establishments mentioned in this handbook. The *Marine Corps University Faculty Handbook* dated 31 October 2013 is obsolete.

Foreword

Welcome to the faculty ranks of Marine Corps University. You are now part of a distinguished group of educators and administrators charged with developing and inspiring military and civilian leaders. We are dedicated to providing a cohesive and effective learning environment for students to make the most of their professional military education experience. This is primarily accomplished by our faculty members, who are the academic center of this university. We take pride in appointing faculty members of high caliber who are committed to creating and delivering stimulating and effective curricula for our educational programs.

This handbook is intended to aid military and civilian faculty members in becoming familiar with the general organization and governance structure of Marine Corps University. It highlights the key responsibilities of our teaching and administrative faculty positions. Please read the handbook carefully to learn about some of the policies and procedures governing the educational experience and our expectations of faculty for providing the quality education our students expect and deserve. In addition, I encourage you to become accustomed to the appropriate college or school publications for more specific information applicable to your role as a faculty member.

I want to express my sincere gratitude to you for undertaking your role here. Your experience and credentials meet the high standards and expectations we have for Marine Corps University faculty members. Our success in providing the quality education we promise our students depends largely on the diligent efforts of our faculty. I know you will enjoy the experience of working with our students and your faculty colleagues in educating the next generation of Marine Corps leaders.



James Anderson, PhD
Vice President for Academic Affairs
Marine Corps University

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Table of Contents

Disclaimer	1
Foreword.....	Error! Bookmark not defined.
Chapter One: Institutional History, Purpose, and Organization	7
The History of Marine Corps University	7
Guiding Principles and Strategic Goals	10
Command Organization.....	10
Academic Organization.....	10
Affiliate Programs and Establishments.....	13
Chapter Two: Governance	17
Commanding General, Education Command, and President, Marine Corps University	17
Vice Presidential Functions	17
Boards, Committees, and Councils.....	18
Academic Policies	19
Administrative and Business Policies	20
Chapter Three: Faculty.....	23
Civilian Faculty	24
Military Faculty	23
Adjunct Faculty	25
Organization and Roles.....	24
Faculty Qualifications and Credentials	27
Faculty Development	27
Speakers Bureau	29
Curriculum and Accreditation Reviews	28
Awards and Recognition	30
Outside Employment and Professional Activities.....	30
Compensation	31
Grievance Procedures.....	31
Travel Procedures	30
Support Functions	32
Chapter Four: Title 10 Employees	33
Definition of Title 10 Faculty	33
Definition of Teaching Faculty and Administrative Faculty	33
Academic Ranks and Qualification Criteria	34
Appointment Process Chain of Authority	35
Hiring Procedures.....	36
Faculty Appointments and Reappointments.....	37
Termination/Non-Renewals/Resignation/Discipline.....	38

Initial Salary Offer and Schedule	40
Pay Adjustments	40
Performance Award Adjustments	43
Performance Appraisals	43
Performance Awards	44
Promotions	44
Faculty Benefits.....	46
 <i>Appendix A: Marine Corps University Organizational Chart.....</i>	 49
<i>Appendix B: Acronyms.....</i>	50

Chapter One

Institutional History, Purpose, and Organization

The History of Marine Corps University

Marine Corps University (MCU) was founded on 1 August 1989 by order of the Commandant of the Marine Corps, General Alfred M. Gray. Although the University is a relatively new organization, its conceptual roots trace back to World War I and the birth of the modern Marine Corps. General Gray's decision to establish MCU was a logical extension of the historical legacy of many famous Marine leaders who valued the importance of education, as well as a natural extension of the contemporary shift of the Corps' warfighting doctrine to one of "maneuver warfare," with its concomitant demand for leaders who can think critically and act decisively in the face of ambiguity, fog, friction, and chance.

The experiences of the First World War demonstrated to Major General John A. Lejeune the need to properly educate Marines of all ranks in the art and science of war. As the roles and missions of the Corps began to expand, and based on the hard-won lessons of combat operations in France, General Lejeune insisted that adequate time be allotted for the study of weapons and their proper tactical employment. Brigadier General Smedley D. Butler, realizing the importance of military education for the core of professional officers, later built upon General Lejeune's concepts by developing two additional courses of instruction. The first, called the Field Officers School, welcomed its inaugural class in October 1920. The second, the Company Grade Officers School, convened its first class in July 1921. These two courses, along with the basic Marine Corps Officer Training School, soon renamed The Basic School, formed the foundation for what General Lejeune termed "Marine Corps Schools." It was this beginning that formed the basis of the Marine Corps University as it exists today.

During the interwar period, visionaries such as Major Earl "Pete" Hancock Ellis and Colonel Robert H. Dunlap, whose names now grace Marine Corps University buildings, foresaw the need for the study and development of amphibious warfare. In the late 1920s, comprehensive instruction in amphibious operations was developed and implemented in anticipation of the demanding requirements of this new mission. To increase the student base of the expanding Marine Corps Schools, correspondence courses were also established at this time to parallel the resident courses.

Beginning in 1930, Brigadier General James C. Breckinridge led a comprehensive redesign of the entire curriculum of all Marine Corps Schools, emphasizing amphibious warfare and close air support. Breckinridge required his officers to not only become specialists in this new "Marine Corps Science," he also demanded they become skilled instructors. He formed special groups from selected Field Officers School graduates and students to work on amphibious doctrine and requirements. In fact, General Breckinridge temporarily discontinued Field Officers School classes so that the staff and students could devote their full attention to developing the new doctrine.

As a reflection of the importance of this new mission, the Marine Corps re-designated the Junior Course for Company Grade officers and the Senior Course for Field Grade officers as "Amphibious Warfare"

schools. The critical thinking, research, and doctrinal innovations produced by the staff and students of these programs contributed directly to the dramatic amphibious successes during World War II. Given the incredible manpower demands of that conflict, both Amphibious Warfare Courses suspended classes for the duration; however, in 1943, an operationally oriented three month "Command and Staff Course" opened at Quantico based on the need for school-trained, field grade officers with commensurate skills to serve in the Pacific Theater.

In 1946, the Marine Corps reestablished the three-tiered professional military education system and incorporated lessons learned from World War II and emerging concepts related to warfare in the atomic age into the curricula of the Amphibious Warfare Senior and Junior Courses. In the 1950s, the curricula of both schools changed again, incorporating the tenets of vertical envelopment and the challenges of employing helicopters in the conduct of amphibious operations.

On 1 August 1964, the Amphibious Warfare Senior Course was re-designated as the Command and Staff College (CSC). At the same time, the Amphibious Warfare Junior Course became the Amphibious Warfare School. Amphibious operations remained the theme in both courses throughout the 1970s. On 16 February 1971, the Marine Corps convened the first course of the Staff Noncommissioned Officer Academy at Quantico, Virginia. In 1981, the Corps deepened its commitment to enlisted professional military education, establishing the Noncommissioned Officer Basic Course at 18 sites and a "Senior Course" for Staff Sergeants at Quantico, Virginia. The following year, an "Advanced Course" for First Sergeants and Master Sergeants was implemented at Quantico, Virginia.

The late 1980s once again brought significant change to Marine Corps Professional Military Education. These changes were precipitated by the introduction of maneuver warfare as an operational philosophy, as codified by the publication of FMFM-1 *Warfighting* on 6 March 1989. In 1989, as an extension of the need to modernize the Marine Corps PME system to accommodate the demands of maneuver warfare, General Gray ordered the consolidation of five independent Marine Corps schools into a single Marine Corps University.

Throughout the 1990s, MCU continued to evolve to ensure that its curricula remained relevant and responsive to the needs of the Marine Corps. In 1990, MCU established an "Art of War Studies Program" for senior officers, and one year later, this program evolved into the Marine Corps War College (MCWAR), thus establishing a formal venue within the Marine Corps for senior-level officer professional military education. Also in 1990, the enlisted Advanced Course became a course for Gunnery Sergeants. Other new programs and courses established during this period included a Commanders Course for all Lieutenant Colonels and Colonels slated for command (1993); annual E-8 Seminars and E-9 Symposiums (1994); a Logistics Instruction Branch (1995); and a First Sergeants Course (1997). The year 1997 also marked the creation of the College of Continuing Education, which integrated all officer and enlisted distance education programs under a single entity.

In 1999, MCU marked a major milestone in the maturation of its educational programs as the University was accredited to award a master's degree at the Command and Staff College by the prestigious Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). This was followed

shortly thereafter by accreditation of the master's degrees of both the Marine Corps War College (2001) and the School of Advanced Warfighting (2003).

The early 2000s saw a number of organizational changes that impacted MCU. Most significantly, the Commandant established Training and Education Command (TECOM) in 2000 and designated the CG TECOM as the higher headquarters for MCU. At the same time, the Commandant also designated the President, MCU as the Commanding General, Education Command (EDCOM). These changes resulted in a realignment of subordinate elements within the broader TECOM enterprise—most significantly, Officer Candidates School, The Basic School, and the College of Continuing Education (renamed the College of Distance Education and Training).

In 2002, the Amphibious Warfare School and the Command and Control Systems Course merged to become the Expeditionary Warfare School (EWS). In 2003, the Logistics Instruction Branch was redesignated the School of MAGTF Logistics (SOML) and subsequently transferred to Training Command. The year 2003 also saw the establishment of the Senior Leader Development Program (SLDP) to manage General Officer education. The SLDP evolved into the Lejeune Leadership Institute, which is responsible for the development of leadership programs across the Marine Corps.

In 2005, the Southern Association of Colleges and Schools reaffirmed the regional accreditation of MCU's three graduate degrees. This was followed in 2010 by the successful submission of the University's Fifth Year Interim Report to the Commission. MCU's ability to meet the rigorous requirements of these reviews attested to the continued excellence of these programs and to the credibility of the academic programs and processes employed by the University.

In 2010, the President, MCU established the MAGTF Instructional Group (MIG) under the cognizance of the Vice President for Academic Affairs to better support enlisted PME programs through the Senior Enlisted PME Course and to fill a void in formal education between top-level school and general officer PME requirements through the establishment of the Strategy & Policy Course.

In 2012, the Center for Advanced Operational Culture Learning (CAOCL), which creates and executes language, region, and culture learning programs for all Marines, became part of MCU. In 2013, CDET returned to MCU, reflecting the continuing efforts of the Marine Corps to seamlessly integrate resident and non-resident PME and to leverage technology to better serve all Marines' educational needs.

In October 2015, the Marine Corps Institute (MCI) was disestablished and its mission and functions were assumed by CDET. Finally, in December 2015, the Southern Association of Colleges and Schools once again reaffirmed the regional accreditation of MCU's three graduate degrees.

From a humble beginning arose a tradition of study and innovation that continues to serve the United States and the United States Marine Corps. The University's focus, as Education Command, is clearly on the education of leaders in our Corps of Marines.

Guiding Principles and Strategic Goals

Mission. Develop, deliver, and evaluate Professional Military Education and training through resident and distance learning programs in order to prepare leaders to meet the cultural, ethical, and operational challenges of a complex security environment. Preserve, promote, and present the history and heritage of the Marine Corps.

Vision. Advance the Marine Corps' legacy of warfighting excellence through a forward-thinking military academic institution that delivers world-class education to develop professional leaders.

Strategic Plan. The larger purpose of Marine Corps University is to develop the professional competence of its Marine, sister service, international, and civilian students. As the Marine Corps proponent for professional military education, the University focuses on the development of leadership, warfighting, and staff operations abilities of the nation's military forces through resident and non-resident learning programs. Graduates are prepared to perform with increased effectiveness in service, joint, interagency, intergovernmental, and multinational environments at the tactical, operational, and strategic levels of war, across the range of military operations. To best achieve these ends, accomplish the mission, and realize its vision, MCU employs a strategic planning process that leverages the collective wisdom and experience of the University's leadership, faculty, and staff. The resultant MCU Strategic Plan is routinely reviewed and updated to ensure relevancy. The current version of the University's Strategic Plan (2016-2021) codifies five goals that provide a road map for achieving the institutional vision and for keeping the University at the forefront of the professional military education community within the Department of Defense:

a. Goal 1: Conduct education and training to develop professionally competent individuals who think critically and solve complex problems creatively in a dynamic environment (*Professional Learning*).

b. Goal 2: Develop and maintain an effective, transparent, collaborative, and responsive organizational structure in order to foster a culture of continuous learning and improvement (*Organizational Strength*).

c. Goal 3: Provide state-of-the-art facilities and cutting edge technologies in order to facilitate Marine Corps University's innovative and global learning environment (*Infrastructure and Technology*).

d. Goal 4: Strengthen faculty and staff development opportunities in order to promote teaching excellence, scholarship, and the sharing of knowledge (*Faculty and Staff Development*).

e. Goal 5: Leverage MCU's scholarship, research, publishing, stewardship, learning opportunities, and conferencing capabilities in order to strengthen the MCU brand and to support the Marine Corps, the broader national security audience, and the public (*University Outreach*).

Command Organization

Roles and Relationships. The chain of command is inherent to Marine Corps University's operating process, with the President of Marine Corps University and Commanding General of Education Command acting as the chief executive officer. The role and responsibilities of the President of Marine Corps University are further defined in Chapter Two of this handbook. The entire organizational structure of Marine Corps University is depicted in Appendix A, and the roles and relationships of MCU faculty and staff are described in the *MCU Organizational Handbook*.

Academic Organization

The following section provides a brief description of Marine Corps University's PME programs. Further information about each division, college, or school can be found in applicable standard operating procedures, other Marine Corps University publications, or on the University's website: <https://www.mcu.usmc.mil>.

Enlisted Professional Military Education (EPME). The EPME branch is responsible for administering and educating Marines from private through the senior enlisted ranks of first sergeant and sergeant major. Courses are offered onsite at resident schools and via satellite academies and commands throughout the world.

Mission. The mission of EPME is to develop, deliver, and evaluate the enlisted educational curriculum and maximize enlisted professional military education opportunities through the use of modern learning methodologies delivered at globally distributed leadership centers of excellence in order to develop professional warfighters capable of thinking critically, making sound ethical decisions, and assuming greater responsibilities.

Expeditionary Warfare School (EWS). EWS provides Marine captains and other company grade officers career-level education and training in doctrine, planning, Marine Air Ground Task Force (MAGTF) Operations, and Military Occupational Specialty (MOS) instruction through the Occupational Field Expansion Course. This curriculum prepares company grade officers to command or to serve as primary staff officers in an O-5 or O-6 level command, particularly with respect to the integration of the capabilities requisite to their element in the MAGTF and understanding of the functions of other elements in the MAGTF.

Mission. The EWS mission is to educate and train company grade Marine Air Ground Task Force officers to lead and succeed in the expeditionary environment.

Command and Staff College (CSC). CSC provides professional military education to Marine Corps field grade officers, joint and multinational field grade officers, and interagency professionals, based on a curriculum accredited by the Process of Accreditation for Joint Education (PAJE) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). CSC students have the opportunity to earn a regionally accredited Master of Military Studies degree.

Mission. The Marine Corps Command and Staff College provides graduate-level education and training in order to develop critical thinkers, innovative problem solvers, and ethical leaders who will serve as commanders and staff officers in service, joint, interagency, and multinational organizations confronting complex and uncertain security environments.

School of Advanced Warfighting (SAW). SAW provides graduate-level professional military education for a select group of USMC, Sister Service and International field-grade officers who have completed the Marine Corps or sister service command and staff college-level course. The curriculum develops complex problem-solving and decision-making skills that can be used to improve the warfighting capabilities of an organization at the operational level of war. SAW graduates receive the Military Occupational Specialty 0505 or Marine Air Ground Task Force Planner and are eligible to receive a regionally accredited Master of Operational Studies degree.

Mission. SAW develops lead planners and future commanders with the will and intellect to solve complex problems, employ operational art, and design and execute campaigns in order to enhance the Marine Corps' ability to prepare for and fight wars.

Marine Corps War College (MCWAR). In fulfillment of its role in the JPME and Marine Corps PME policy, MCWAR is dedicated to educating its students for the challenges of a complex and dynamic security environment and preparing them to assume senior leadership positions within their service or agency. The College's curriculum is crafted to maximize the advantages of small group seminars, employing the Socratic Method and active adult learning techniques to generate discussion, challenge student assumptions, and otherwise foster academic excellence. MCWAR graduates have the opportunity to earn a regionally accredited Master of Strategic Studies degree.

Mission. The Marine Corps War College, as the senior PME institution of the Marine Corps, educates selected military and civilian professionals in order to develop critical thinkers, military strategists, joint warfighters, and strategic leaders who are prepared to meet the challenges of a complex and dynamic security environment.

College of Distance Education and Training (CDET). CDET is an integral part of the University's curriculum development and delivery for all distance education programs within the PME continuum. All CDET educational programs are derived from and parallel to resident curricula. Each distance education program (CSC, EWS, and EPME) carries with it the same mission and learning outcomes of its resident counterpart program. Through a variety of distance learning delivery systems and educational technologies such as online and adjunct faculty-led seminars and MarineNet, CDET provides distance education and training opportunities for all Marines. In addition, CDET provides selected distance learning opportunities to government employees and family members of Marines.

Mission. CDET designs, develops, delivers, evaluates, manages, and resources distance learning programs and products across the Marine Corps training and education continuum in order to increase operational readiness.

International Students. Each year, Marine Corps University hosts international students from a variety of foreign countries, who participate in its resident PME programs. CDET also hosts international students through their blended seminar programs for CSC and EWS and their weekly programs at Naval Postgraduate School (NPS). These opportunities provide a unique educational experience for all students, as they have the chance to exchange cultural perspectives and insights related to military strategy, operations, tactics, and joint and international security environments. International students who satisfy language and undergraduate requirements are eligible to earn a regionally accredited master's degree applicable to the program attended. More information on international military students, including admission procedures and waivers, can be found in the *MCU Academic Regulations* and the *Student Handbook*.

Affiliate Programs and Establishments

The following section provides a brief description of educational support services and other programs, divisions, and institutions associated with Marine Corps University. Further information about each program or affiliate can be found in applicable standard operating procedures, other Marine Corps University publications, or on the University's website: <https://www.mcu.usmc.mil>.

Alfred M. Gray Marine Corps Research Center (GRC). The Research Support Division of the GRC serves Marine Corps University by operating the Library of the Marine Corps and the Marine Corps Archives, providing a relevant collection of information resources, assisting patrons with research needs, and providing Interlibrary Loan and copyright approval services for Marine Corps University.

Mission. The GRC supports study and teaching at all levels throughout the Marine Corps by providing comprehensive storage, organization, retrieval, and access to tactical, operational, and strategic warfighting and international relations information.

Center for Advanced Operational Culture Learning (CAOCL). CAOCL serves as the central Marine Corps agency for education and training programs that help Marines build knowledge and skills they need to operate effectively in cross-cultural environments, and it institutionalizes language, region, and culture issues through the doctrine, organization, training, material, leadership, education, personnel, facilities, and costs (DOTMLPF-C) combat development process. CAOCL training initiatives and elements of the Regional, Culture, and Language Familiarization (RCLF) education program are incorporated throughout enlisted and officer PME programs, and CAOCL's experts provide electives and guest lectures across the MCU schoolhouses. CAOCL's faculty and staff include the Professor of Military Cross-Cultural Competence, as well as subject matter experts on a wide range of regions and cultural and transnational issues. CAOCL also houses the Translational Research Group, which provides personnel with applied social science and qualitative assessment capabilities.

Mission. CAOCL ensures the Marine Corps is a force that is globally prepared, regionally focused, and effective at navigating and influencing the culturally complex 21st century operating environments in support of USMC missions and requirements.

History Division (HD). HD collects, records, preserves, and disseminates the cumulative operational and institutional experience of the Marine Corps. Historians collect documents and accounts of permanent value to the Corps' history, preserve them for future use, and distribute the history of the Corps through publications, papers, and other programs, in order to preserve history, aid combat, and non-combat decision making, support PME, motivate Marines, and inform the American public. Additionally, HD produces the *Marine Corps University Journal* and publishes through the Marine Corps University Press. Faculty may coordinate with HD for curricular materials and are encouraged to publish in the *Journal*.

Mission. The mission of the Marine Corps History Division is to preserve, present, promote and document the history of the Marine Corps and how it relates to United States History.

Information Technology (IT). The IT directorate is responsible for providing technical guidance and support to University students, staff, and faculty in the areas of computers and networks (classified and unclassified), automated systems (software), audiovisual and classroom technology, and communications. The Director, IT also participates in the development and delivery of command and control systems curriculum. The IT directorate currently has four branches: Customer Support Branch, Systems Support Branch, Network Operations Branch, and Cyber Security Branch.

Mission. IT's mission is to provide an information environment that advances the core missions of Marine Corps University and facilitates the operational processes that support these missions.

Leadership Communication Skills Center (LCSC). The LCSC is a writing, speaking, and research resource that provides one-on-one sessions, lectures, and short seminars to help students improve oral and written products, enhance communication skills, develop research skills, and find appropriate venues for publication. The LCSC accomplishes its mission by offering studio courses, workshops, written guidance, and one-on-one assistance to students in MCU degree-granting programs and to other members of the MCU community. Faculty from the three degree-granting schools may work with LCSC faculty to improve draft publications. Faculty are also encouraged to refer students to the LCSC for instruction and paper review.

Mission. The LCSC is an academic communication support center for MCU students, faculty, and staff. Its mission is to strengthen leadership by enhancing written and oral communication skills.

Lejeune Leadership Institute (LLI). The LLI is Marine Corps University's lead organization to shape and coordinate leader development initiatives for Marines and Civilian Marines alike. The LLI is highly involved in the integration of leadership development efforts in all PME programs, and serves to enable coherent, progressive leader development efforts that span the length of the individual Marine's service. The LLI manages the Senior Leadership Development Program, the Commandant's Commanders Program and Spouses Workshop, the Marine Corps Civilian Leader Development Program, and the Marine Corps Professional Reading Program. The LLI is structured to meet its mission by forming a team of experienced scholars, practitioners, and subject matter experts in the fields of leadership, ethics, education, and curriculum management.

Mission. LLI provides training, education, and resources that inspire and advance leadership excellence in the Marine Corps.

MAGTF Instructional Group (MIG). The MAGTF Instructional Group (MIG) was created to establish a resident capability within Marine Corps University to teach the Marine Corps Planning Process (MCPP) and other warfighting skills to schools throughout Marine Corps University. It is currently operating in direct support of the Senior Enlisted Professional Military Education Course (SEPME) and in general support of the University. Through a process grounded in education, the MIG focuses on the development of higher order critical thinking, enhancing Marines' ability to act independently, assisting the Commander in all administrative, technical, and tactical requirements of the organization.

Mission. The MIG assists all Marine Corps University Directorates and Schools in the preparation of senior-level officer and enlisted Marines with the critical thinking and adaptability skills necessary to function at the operational level of war and within the MAGTF.

Middle East Studies (MES). MES is responsible for the following:

- a. Analyzing and assessing current events, regional trends, US policy decisions and strategies, and the culture and history of the region.
- b. Conducting and publishing academic research related to Iran, Pakistan, Afghanistan, and the Arab states of the Persian Gulf and to other Middle East areas of interest to the Marine Corps.

c. Leading classes; supporting student papers; and offering lectures and discussions on Iran, Pakistan, Afghanistan, and the broader Middle East to Marine Corps University schools and other Armed Forces PME institutions.

d. Providing lectures and discussions on Iran, Pakistan, Afghanistan, and the broader Middle East to other services and US Government agencies, foreign governments and militaries, and academia/non-governmental agencies.

e. Representing the Marine Corps and Marine Corps University at conferences and seminars related to Iran, Pakistan, Afghanistan, and the broader Middle East.

National Museum of the Marine Corps (NMMC). The NMMC is a lasting tribute to US Marines—past, present, and future. Situated on a 135-acre site adjacent to Marine Corps Base Quantico, Virginia, and under the command of Marine Corps University, the Museum's soaring design evokes the image of the flag-raisers of Iwo Jima and beckons visitors to this 120,000 square foot structure. World-class interactive exhibits using the most innovative technology surround visitors with irreplaceable artifacts and immerse them in the sights and sounds of Marines in action. Faculty may coordinate visits to the Museum to access exhibits appropriate to the curriculum, host off-sites (with prior coordination), or provide acculturation experiences for interagency, international, or sister service students.

Mission. NMMC preserves the history of the US Marine Corps by collecting and preserving in perpetuity artifacts that reflect the history of the Corps; by interpreting these artifacts in exhibitions for the public; by contributing to educational programs; by conducting collections-based research; and by supporting the recruitment, education, and retention of Marine Corps personnel.

Chapter Two

Governance

Commanding General, Education Command and President, Marine Corps University

The designations, “Marine Corps University” and “Education Command” refer to the same organization and subordinate elements; the difference is in regards to the scope of responsibility. Normally, the President, Marine Corps University is an active duty general officer and also exercises command authority as the Commanding General of Education Command. When the President, Marine Corps University is a civilian, however, the Chief of Staff exercises command authority as Commander, Education Command.

a. The President, Marine Corps University is accountable to the Commandant of the Marine Corps for the development and implementation of Professional Military Education policy and programs for the Marine Corps and oversees all operations and affiliated directorates. Additionally, the President has been delegated by the Secretary of the Navy and the Commandant of the Marine Corps as the hiring authority for all faculty members. The President also has classification authority for all Title 10 position descriptions, and serves as an ex-officio member of the Board of Visitors. A complete description of the President’s role is provided in the *MCU Organizational Handbook*.

b. As Commanding General, Education Command, the President, Marine Corps University, is responsible for the accomplishment of the University’s mission, the promulgation and execution of Marine Corps policies within the University, and the establishment and maintenance of good order and discipline among University members.

Command Policies. The Commanding General, Education Command has established policy statements related to violence prevention; equal opportunity, which includes sexual assault prevention and response; and the unit, personal, and family readiness programs, which apply to both military and civilian faculty. More information about these and other administrative policies can be found on the University’s website: <https://www.mcu.usmc.mil>.

Vice Presidential Functions

Brief descriptions of vice presidential responsibilities are provided below. Further information about each vice presidential position is contained in separate staff regulations.

Vice President for Academic Affairs (VPAA). The VPAA is the chief academic officer of the University. The VPAA manages Marine Corps University’s registrar, student services, and accreditation operations. Additionally, the VPAA supports academic policy development and provides oversight of curricular development and delivery.

Vice President for Business Affairs (VPBA). The VPBA manages Marine Corps University’s business operations to include administration, manpower, facilities and logistics, and financial management.

Vice President for Education Integration, Operations, and Plans (VPEIOP). The VPEIOP is responsible for coordinating academic operations, strategic planning, and institutional effectiveness (IE) for all Marine Corps University entities and retains tasking authority for the planning, synchronization, and conduct of educational activities throughout the enterprise.

Vice President for Distance Learning (VPDL). The VPDL manages the design, delivery, and resourcing of the distance education programs within the Training and Education Continuum and provides informational and educational technology research, development, and support to the University.

Boards, Committees, and Councils

The President, Marine Corps University directs the activities of Marine Corps University by means of executive authority informed by the policies and suggestions of the Board of Visitors, the Executive Steering Committee, the President's Planning Council, and the Faculty Council.

Board of Visitors. The Board of Visitors is chartered to provide advice and recommendations on the educational policies and activities of Marine Corps University. The Board of Visitors meets semiannually. Board members, who come from the fields of education, business, public service, industry, and the military professions, normally serve one-year renewable terms up to a maximum of four years. Faculty members in addition to the Faculty Council Chair are welcome and encouraged to participate, as meetings are open to the public. The Vice President for Academic Affairs serves as the Federal Officer for Board of Visitor affairs.

Executive Steering Committee (ESC). The ESC membership consists of the Chief of Staff and the four University vice presidents. The Chief of Staff serves as the Executive Vice President. The Committee offers advice on academic and business plans, the feasibility of projects, and achievement of outcomes; ensures the scope of institutional plans align with stakeholder interests and that effort and expenditure are appropriate to stakeholder expectations; provides direction on academic and business projects and issues; evaluates project risks; performs risk management and mitigation; controls the effect of emergent issues; and reconciles differences in opinion and approach and resolve disputes arising from them.

President's Planning Council (PPC). The effectiveness of the University depends on the ability to anticipate change, conduct long-range planning, and monitor progress of the University's Strategic Plan, which is the key to the growth of the University and serves as its roadmap for the future. The PPC is chaired by the President and consists of all ESC members, the directors of the PME programs and staff directorates, and the Chair of the University's Faculty Council. The PPC is the mechanism by which the MCU Strategic Plan is approved and reviewed. The PPC also serves as the principal policy body within Marine Corps University for the integration of planning, budgeting, and evaluation. The PPC meets periodically to discuss requirements set forth in the *MCU Academic Regulations*. Faculty members are encouraged to consult this handbook for more information on the PPC.

Faculty Council. A fully engaged faculty is essential for the ongoing intellectual development and governance of Marine Corps University. Faculty input in the form of creative ideas and innovative policy

recommendations are absolutely critical to the future growth and development of the University. Consequently, the Faculty Council was established in order to give voice to the unique character of the input Marine Corps University's civilian scholars and outstanding military professionals bring to the University community, and to take better advantage of the resources that this body collectively provides while serving as a vehicle for faculty input to the President, Marine Corps University. Within the University's predominantly military culture, civilian faculty members and education staff offer academic excellence that broadens and deepens the character of the educational experience for students, faculty, and administrators alike. Military faculty provide a wealth of real-world, relevant operational expertise and leadership experience. The Faculty Council meets at least twice a year, or as needed, in order to identify faculty concerns and develop recommendations that may warrant presentation to the President, Marine Corps University during the PPC. More information on the Faculty Council can be found in the *MCU Academic Regulations*.

Academic Policies

The *MCU Academic Regulations* should be referenced for a complete description of the overarching academic policies of Marine Corps University academic programs. Portions thereof are contained in this handbook.

Academic Integrity. Academic integrity is a belief in academic honesty and an intolerance of acts of falsification, misrepresentation, or deception. It is the standard at Marine Corps University, for it rests upon an expectation that students and faculty will adhere to the core values and ethics embraced by the Marine Corps. Values such as honesty, fairness, and respect form the basis of academic integrity. Honesty encourages a free exchange of ideas to achieve intellectual enlightenment and fosters a willingness to engage collaboratively in the learning process, which involves sharing ideas in the quest for knowledge. Fairness is the foundation of educational inquiry. Respect allows for civility in public discourse. These values are fundamental elements sustaining the reputation and credibility of this institution's students and faculty and the value of the education it delivers and the degrees it awards. Marine Corps University will pursue appropriate corrective courses of action for faculty or student cases of academic dishonesty. Further information regarding the University's standards for academic integrity can be found in the *MCU Academic Regulations*.

Academic Freedom. Academic freedom allows faculty, students, and staff within the University to pursue knowledge, speak, write, and explore complex and often controversial concepts and subjects. Academic freedom is an essential component for the exchange of intellectual ideas at MCU and is fundamental and essential to the health of the academic institution. The *MCU Academic Regulations* further clarify the University's policy on academic freedom.

Non-attribution. Non-attribution prevents any statement, comment, or remark from being attributed to participants (faculty, staff, students, or guest speakers) engaging in academic discourse in public media or forums, or knowingly transmitting attributed statements, comments, or remarks to persons who will enter statements into the public arena, unless specifically authorized to do so. Open expression requires trust that those thoughts and opinions are treated as privileged information not to be shared in

other forums nor attributed to a specific individual. To facilitate candid expression and learning, the non-attribution policy applies to all Marine Corps University programs, sessions, and distributed materials in which guest speakers participate. The *MCU Academic Regulations* further clarify the University's policy on non-attribution.

Administrative and Business Policies

Applicable extracts from the University's administrative and business policies are contained in this handbook. For a complete description, the appropriate policy should be referenced.

Copyright Policy. All faculty members must adhere to the guidance in Marine Corps University's copyright policy when making copyright determinations, when seeking copyright protection, and before submitting articles or materials for copyrighted publication. Questions related to specific copyright determinations will be addressed by the Marine Corps Combat Development Command (MCCDC) legal office. Policy related to copyright protection for material created by faculty, staff, and students and for the use of copyrighted material within PME curricula can be found in the *MCU Academic Regulations* and in the University's administrative and business operations policies which are accessible through the MCU Command Policies link on the MCU website:

<http://www.mcu.usmc.mil/MCU%20Command%20Policies/Forms/AllItems.aspx>

Human Resource Policies. Marine Corps University adheres to the applicable policies of the US Office of Personnel Management, the Department of Defense, and the Department of the Navy Civilian Human Resources regarding the appointment, employment, and evaluation of all civilian employees. The appointment, employment, and evaluation of Marine personnel are conducted in accordance with the Marine Corps Personnel Assignment Policy and the Marine Corps Performance Evaluation System. In addition, personnel assignment policies and performance evaluation systems of the Army, Navy, and Air Force may be applicable to other faculty and staff administrators and will be used accordingly. At a minimum, all military and civilian employees, faculty, and administrators will be evaluated annually in accordance with the appropriate performance review system.

a. ***Equal Opportunity Employment.*** Marine Corps University fills its civilian positions based on merit and qualifications without discriminating on the basis of race, color, religion, gender, age, and national origin. Marine Corps University strives to promote an environment of professional growth, dignity, mutual respect, and moral integrity that is an inherent right to all military and civilian faculty members. This belief is incorporated in a command climate that inspires trust, collaboration, and satisfaction. The attitudes and actions of faculty members are critical in sustaining this climate. Faculty members should remain alert to potential violations, conscientiously avoid favoritism, and unhesitatingly address issues brought to their attention through the appropriate channels. Unfair treatment or unlawful discrimination of any kind at any time will not be tolerated.

b. ***Code of Ethics.*** Employment at Marine Corps University is a public trust, requiring a sense of duty, selfless service, integrity, and the placing of public service before one's private or personal interests. Faculty members are expected to uphold the highest standards of public service. Faculty

members appointed under Title 10 provisions are subject to the standards of conduct applicable to all federal employees covered in 5 CFR Parts 2635 and 3601, and Department of Defense Directive 5500.07. Failure to adhere to these standards of conduct may be cause for disciplinary action, including non-renewal and termination of a Title 10 appointment.

c. ***Title 10 Employees.*** Chapter 4 provides key information applicable to staffing and managing civilian faculty members hired under the provisions of the Title 10, United States Code (USC), such as hiring procedures, academic ranks and qualification, appointment and reappointment, non-reappointment, termination and resignation, salary schedule, performance appraisals, promotions, and benefits. The *Education Command On-boarding Guide*, given to all new employees of Marine Corps University, provides specific information pertaining to new employee action items, time and attendance, required training, performance management, base information, and manpower management. The Civilian Management Office should be consulted for additional information pertaining to Title 10 employee positions.

d. ***General Benefits Package for all Federal Employees.*** Title 10 civilian faculty members are entitled to leave, retirement, health insurance, life insurance benefits, and incentive awards on the same basis as other Federal employees. Title 10 civilian faculty may obtain information about all of their entitlements for Federal benefits by contacting the DON Employee Benefits Line at 1-888-320-2917 or by visiting the Employee Benefits Information System (EBIS) at <http://www.civilianbenefits.hroc.navy.mil>. Information is also available at <http://www.opm.gov>. Additionally, federal employees may contribute to a Thrift Savings Plan (TSP) and obtain information about that program at <http://www.tsp.gov/index.shtml>. Any faculty member converted from Title 5 to Title 10 will retain all benefits as previously accrued. The office of the VPBA will direct faculty inquiries to the Human Resources and Organizational Management Office Quantico (HROMQ).

e. ***Attire.*** MCU faculty are expected to dress in an appropriate and professional manner.

(1) *Military Faculty.* Seasonal service uniform of the day is required for daily activities. Other military dress or civilian dress codes may be required depending on the activity or circumstances.

(2) *Civilian Faculty.* Professional business attire is appropriate for daily activities. Other civilian dress codes may be required depending on the activity or circumstances.

IT Environment. The primary information technology (IT) network support for Marine Corps University (MCU) is provided through the Education Network (.EDU). The .EDU provides a Local Area Network (LAN: current speed 1GBps) supporting the entire Quantico campus, computer workstations, specialized software along with all related infrastructure and support. The .EDU is connected to the wider world wide web by a Commercial Internet Service Provider (C-ISP: current speed 1GBps). The primary e-mail system for .EDU customers is Google Apps for Government (GAfG) whose use is governed by MCU policy letter 5-15. Marine Corps Enterprise Network (MCEN, aka .MIL) access is provided primarily to staff who require .MIL access to fulfill their duties. The University also provides wireless Internet access (CampusNet) for faculty, staff, and students to support the MCU Bring Your Own Device (BYOD)

decision, which affords personnel the use of personal electronic devices in the course of their duties. Additionally, at the GRC is a wireless commercial Internet access portal installed and maintained by Marine Corps Community Services that is available for connection of personally owned devices by library patrons. In addition to the information on user responsibilities and procedures provided below, administrative and business operations policies should be reviewed for a complete description of the IET directorate and its associated policies.

a. **User Responsibilities.** All computer users at Marine Corps University, whether permanent staff and faculty or students, must abide by DoD, DON, Marine Corps, and Marine Corps University policies concerning the use of computer assets at the University. Due to the volume and dynamic nature of these policies, they are not provided in this document, but are made available through numerous sources, as required. The security of our official networks is critical to the uncompromised operation of those networks and all users bear a responsibility to help maintain that security.

b. **User Procedures.** To provide the required level of IT support at Marine Corps University and comply with higher headquarters policy, the following procedures will be followed by all Marine Corps University personnel:

(1) Check-in/Check-out. All faculty members assigned to Marine Corps University who require a .EDU (or MCEN) user account must check in with IT in Room 1124, Warner Hall. This ensures that all accounts are properly assigned to Marine Corps University and that all user access and training requirements are met. Students should check in with their respective schools using procedures put in place by IT (this is normally a “one-stop” at the beginning of the AY). All permanent personnel with MCEN accounts departing Marine Corps University must also check out with IT. Failure to do so will result in deactivation of the user’s MCEN account.

(2) Troubleshooting Computer Problems. The IT helpdesk is manned 12 hours a day to answer routine and non-routine IT issues. For assistance, users can fill out a trouble ticket request via the IT Help Ticket System or call the IT helpdesk at 432-4866.

Chapter Three

Faculty

The academic core of Marine Corps University is its faculty, made up of carefully selected military personnel and civilians who are directly involved in the development, instruction, assessment, revision, and adaptation of the curricula to ensure its standards, quality, and relevance. Additionally, as representatives of academic disciplines and the profession of arms, faculty members are involved in the research, service, and professional development in their areas of competency in support of Marine Corps University's educational programs. Specific focus and emphasis for faculty members will depend on the educational setting to which they are assigned; however, faculty members are encouraged to actively share their expertise throughout the University's educational programs. Unless otherwise noted, items contained within this chapter apply to both military and civilian faculty members employed full time. Policies and procedures of individual schools and support establishments mentioned in this handbook (e.g., CDET) should be referenced for more specific information regarding military and civilian adjunct faculty members and civilian contract employees.

Civilian Faculty

Strategies for recruiting and retaining civilian faculty are based largely on the particular needs of each educational program. To meet these needs, Marine Corps University employs civilian faculty members commensurate with 10 USC § 7478 and DOD Instruction (DoDI) 1402.06. The term "civilian faculty," as used throughout this handbook, is defined in DoDI 1402.06 and covers all positions herein. Marine Corps University also employs civilian contract employees to serve as full-time faculty for CDET's blended seminar program.

Military Faculty

The military faculty includes commissioned and noncommissioned officers of various ranks who normally teach at the Marine Corps University or its satellite campuses for three years. Military personnel are assigned as faculty to the various colleges, schools, and academies by Headquarters, Marine Corps (HQMC). Marine Corps University works closely with HQMC to ensure that highly qualified faculty members are assigned to meet the mission requirements of its colleges, schools, and academies. The Marine Corps classifies and assigns military personnel worldwide as equitably as possible to ensure a high state of readiness and the availability of highly qualified personnel to meet the requirements of each of the Marine Corps University schools. HQMC should be consulted for a complete list of assignment criteria and requirements for military instructors.

Adjunct Faculty

Adjunct faculty are any faculty teaching less than full-time and are not assigned to a specific educational program, but rather are in general support of all of the organizations within MCU. Adjunct faculty

members at Marine Corps University may consist of active duty or retired officers or staff noncommissioned officers who possess sound leadership practices and the operational experience and acumen to enhance resident and distance learning seminars. Likewise, adjunct faculty may include civilian government employees and academic scholars who possess appropriate degrees, qualifications, and competencies in the teaching disciplines related to the PME curricula.

The educational program directors may occasionally request adjunct faculty members to augment the teaching faculty of resident PME curriculum instruction.

Adjunct faculty members at the CDET are contract employees who conduct the Officer PME distance education seminar programs. These programs are evening, weekend, online, and blended seminars that support the Command and Staff College Distance Education Program (CSCDEP), the Expeditionary Warfare School Distance Education Program (EWSDEP), and the Enlisted PME Distance Education Program (EPMEDEP). Additional information about qualifications and faculty development for CDET adjunct faculty separate from the contents of this faculty handbook can be found in the respective DEP faculty handbooks located on any course faculty development site or Faculty Orientation 101 course site within MCU's learning support system.

Organization and Roles

Marine Corps University actively and systematically seeks the advice of faculty members concerning administrative leadership and academic programs. To address matters related to academics, the chain of command for faculty members is set forth as follows: course director, dean of academics or chief academic officer, deputy director, director, the Vice President for Academic Affairs or Vice President for Distance Learning (CDET), the Chief of Staff, and the President of Marine Corps University.

As a military institution, Marine Corps University operates under the ultimate supervision of the Commandant of the Marine Corps through its parent organization, Training and Education Command. Although the development of academic policy is vetted through the Vice President for Academic Affairs and approved by the President of Marine Corps University, faculty members shape the learning outcomes and specific curriculum content within educational objectives, instructional strategies, and teaching methods appropriate to achieving the program and student learning outcomes. In doing so, faculty members and administrators participate in various committees, curriculum review board meetings, and working groups that deal with academic matters and academic policy issues, thereby creating an atmosphere of shared governance. Additionally, directors, academic deans, and the faculty council chair represent faculty views and interests in other staff meetings, both on-site and off-site.

In addition to controlling the development of course content, the faculty is expected to provide input into the decision-making and policy-making aspects of the continuum of education. Faculty members may make their inputs known to the Vice President for Academic Affairs through the chain-of-command and other appropriate channels, such as the Faculty Council. Key responsibilities of Marine Corps University Title 10 faculty are listed below:

Teaching, Curriculum Development, and Scholarship. The teaching faculty at Marine Corps University primarily focuses on developing and delivering curricula, lecturing, instructing, facilitating discussions in seminars, and conducting scholarly research and publishing. Additionally, faculty members are encouraged to engage in reviewing works of others and other academic activities, schedule permitting. Instructor, assistant, associate, and full professor ranks (AD01 – AD07) and military faculty are designated as teaching faculty.

Mentoring. Faculty members meet regularly with their students to guide them in both professional and academic endeavors. Faculty members are responsible for advising students in various capacities on their academic progress, projects, graduate theses, and professional development. Civilian and military faculty members are encouraged to collaborate and share professional and academic experiences to enhance student learning and their overall function at the University.

Administrative Faculty Duties. Administrative faculty duties primarily involve designing and developing curricula and learning support systems; providing academic advice or consultation, management, and governance of the academic enterprise or an educational program; and/or conducting scholarly research and writing.

Accountability for Student Learning. Marine Corps University's curricula focus on developing ethical leaders, skilled warfighters, critical and creative thinkers, and resourceful operators and planners. Upon graduation, its students must be skilled in the arts and sciences of war and capable of critical and creative thinking, sound judgment, and reasoned decision-making. All faculty members are obligated to develop and deliver curricula that will enhance students' ability to achieve these particular abilities and other relevant outcomes. Therefore, faculty members charged with developing curricula are required to write measurable student learning outcomes, assess students' achievement of those learning outcomes, and seek continual improvement of their curricula based on the assessment of student learning. Marine Corps University's method of accountability for and assessment of student learning is centered on using the Four Column Matrix for assessment, identified in the Curriculum Review Process and Institutional Assessment Plan, which are described in the *MCU Academic Regulations*. All faculty members shall comply with the policies and procedures related to these processes and the policies of applicable accrediting bodies, such as the SACSCOC and the PAJE. In particular, the accreditation liaison should be informed of a substantive change in accordance with the SACSCOC policy "Substantive Change for Accredited Institutions" (refer to the *MCU Academic Regulations*) so the appropriate action may be taken to seek approval from the Commission in a timely fashion before changes are implemented.

Service Duties and Responsibilities. Faculty members are expected to attend periodic faculty meetings and to participate in academic processions, graduation, and University-sponsored professional development opportunities and events, such as selected Marine Corps University Lecture Series, Erskine Lectures, on-site academic symposia and colloquia, and faculty development sessions. Additionally, teaching faculty may be required to work extended hours combined with relatively flexible work schedules that include both day and evening activities. Although Marine Corps University or one of its satellite campuses is the appropriate place of duty, faculty members may be required to work from other locations away from their campus. Faculty members should manage their schedules accordingly to

cover all duties and responsibilities, keep their chain of command informed on their whereabouts, and submit leave requests in a timely manner.

Recording of Time and Attendance. Title 10 faculty members will use the Standard Labor Data Collection and Distribution Application (SLDCADA) automated timekeeping system for recording their biweekly time and attendance and for requesting leave. A standard bi-weekly pay period consists of 80 hours; the Dean or Director is responsible for establishing the employee work schedule. Title 10 faculty members are, therefore, responsible for meeting their assigned, teaching, work, or administrative obligations and for ensuring they complete 80 hours of work for which they are credited in each biweekly period. For timekeeping purposes, Title 10 faculty members may be documented as performing work hours if they are preparing for class, preparing evaluations and assessments, conducting scholarly research and writing, or performing other duties as assigned and pertinent. Telework must be requested through Total Workforce Management Service (TWMS) or via a supervisor-signed telework agreement. MCU currently operates under the TECOM Telework Policy codified in MCBO.12620.1B *Civilian Employee Telework Program*. Title 10 faculty members wishing to spend less than 80 hours on duty responsibilities in each biweekly period should request annual or sick leave, as appropriate, through their chain of command. Similarly, Title 10 faculty members having to work more than 80 hours should request comp time or overtime. Authorization for leave, comp time, or overtime must be obtained from an immediate supervisor prior to execution via the procedures established in the University's administrative and business policies. Supervisors or division timekeepers will assist employees with gaining access to and receiving training for the SLDCADA system. Contract employees will comply with their company's timekeeping policies.

Faculty Qualifications and Credentials

Civilian teaching faculty in full-time support of a degree-granting program must meet the particular credential requirements set forth by the SACSCOC and the applicable Position Description (PD). The guidelines contained within SACSCOC Comprehensive Standard 3.7.1 serve as an appropriate framework in determination of acceptable qualifications for faculty members (Table 1). Consideration is given to the highest earned degree in the discipline and to one's competence, effectiveness, and capacity related to the field of study and teaching; qualifications are to be directly and specifically linked to the courses assigned to the faculty member. Refer to Chapter 4 for specific qualification criteria for teaching and administrative faculty.

Required Credentials
• Terminal degree from a regionally accredited institution or equivalent • Evidence of scholarly research and publication • Educational/teaching experience • Familiarity with current national security issues
Desired Credentials
• Understanding of Professional Military Education (PME) • Familiarity with military policies and procedures

Table 1: Civilian Faculty Credentials

In lieu of an earned doctoral/terminal degree in subject disciplines taught at MCU, the guidelines for determining acceptable qualifications for military faculty members will focus on their work-related experience as military leaders in the profession of arms (Table 2). Additionally, transcripts and letters of recommendation for all faculty members are required to justify faculty qualifications and experience.

School	Faculty Rank	Qualifications
Marine Corps War College	Colonel	• TLS Complete • Master's Degree • Joint Specialty Officer • Command/Operational Experience
School of Advanced Warfighting	Colonel/Lieutenant Colonel	• TLS Complete • Master's Degree • Command/Operational Experience
Command and Staff College	Lieutenant Colonel	• Master's Degree • Post-O5 Command Desired • TLS Complete Desired • Operational Experience
Expeditionary Warfare School	Major/Lieutenant Colonel	• ILS Complete Desired • Post-O3 Command Desired • Operational Experience

Table 2: Military Faculty Credentials by Program

Faculty members in support of non-degree granting programs must meet the qualifications identified in the applicable Position Description (PD) or contract performance work statement. Faculty members serving in positions of academic governance directly related to graduate programs of instruction (i.e., Academic Deans and the VPAA) must possess an earned doctorate/terminal degree.

Faculty Development

The *MCU Academic Regulations* contain the University's policy regarding the orientation and continued professional development of faculty. Faculty members should become familiar with that handbook and all other documentation related to faculty development.

The University's Faculty Development and Outreach Coordinator is responsible for developing an annual program designed to promote the professional growth of faculty as teachers and scholars of the University's faculty and creating opportunities for professional growth in the form of conferences, workshops, public forums, and online faculty learning communities. The University will sponsor faculty development sessions on educational topics applicable to all colleges and schools each calendar year. In addition to these sessions, the Marine Corps University Lecture Series, the Erskine Lecture Series, and Constitution Day are recurring developmental opportunities available to all faculty members.

Newly appointed faculty members are required to participate in all formal, University-level faculty orientation sessions and school-specific new faculty orientation sessions, training courses, and teaching practicums before assuming their teaching duties. Since all Marine Corps University schools utilize different approaches and unique schedules, each school has a separate program in addition to what is

provided by the University to ensure newly appointed faculty members are fully prepared. Orientation activities address each school's organizational structure, academic curriculum, instruction, and supervision.

All faculty members are required to attend select faculty development sessions and are encouraged to participate in other faculty development programs as they are offered.

More information on faculty development can also be found on the University website.

Speakers Bureau

In the interest of improving faculty outreach and brand messaging, faculty members are provided the opportunity to participate in speaking engagements outside of the University. The Speakers Bureau is a group of faculty members, with relevant expertise, who volunteer as potential speakers to educate and inform the public and sponsoring organizations about the Marine Corps, Marine Corps University and its PME continuum and educational programs, specific aspects of the PME curricula, and other military-related academic subjects (e.g., military history and leadership). The Faculty Development Coordinator is responsible for the overall development and management of the Speakers Bureau.

Curriculum and Accreditation Reviews

Faculty members involved with the CSC, CSCDEP, SAW, and MCWAR may be required to participate in periodic accreditation reviews. These on-site and off-site evaluations deal with applicable standards set forth by the CJCS J-7 Process for the Accreditation of Joint Education (PAJE) for officer professional military education and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) for resident, degree-granting schools. Faculty should consult the VPAA Director of Academic Support or appropriate school or program dean for further information.

Awards and Recognition

Elihu Rose Awards. Each year the President, Marine Corps University, in coordination with the Marine Corps University Foundation, presents the Elihu Rose Award to Marine Corps University's most outstanding educators to recognize excellence in teaching. The Rose Award is named in honor of Dr. Elihu Rose, one of the founding members of the Marine Corps University Foundation. Recognition is based on three distinct categories: civilian, officer, and enlisted teaching faculty. Teaching excellence is the primary selection criterion. A selection committee headed by the Vice President for Academic Affairs and consisting of the designated members of the Faculty Council reviews all nominations and determines the Rose Award recipient for each category. The President, Marine Corps University will announce the award recipients and present the awards at an appropriate ceremony.

Major General Thomas S. Jones Distance Learning Instructor of the Year Award. This award formally recognizes adjunct faculty members from each CDET region who have demonstrated superior performance as instructors and mentors for seminar students in the CSC, EWS, and EPME distance education programs. Refer to appropriate CDET policy and procedures for more information.

Outside Employment and Professional Activities

All federal government employees have a responsibility to the United States government and its citizens to place loyalty to the Constitution, laws, and ethical principles above private gain. This duty imposes a higher standard than is required in the private sector. Federal government employees must not engage in outside employment or activities that conflict with official government duties and responsibilities. Military members are additionally constrained by laws and regulations related to their military service.

Neither military faculty nor civilian faculty members should pursue activities that interfere with the performance of Marine Corps University duties and obligations. Outside employment may only be performed during authorized periods, off-duty hours, or while in an official leave status.

Civilian faculty members are prohibited from establishing contracts with the federal government. If a civilian faculty member has a pre-existing contract with the federal government prior to working at Marine Corps University, the individual must make the situation known to the Human Resources and Organizational Management Branch Quantico, as federal law prohibits dual compensation. Additional guidance on outside employment and professional activities may be found in the *MCU Academic Regulations* and 5 CFR § 2635.

Civilian contract employees serving as CDET faculty members should reference their company's policies regarding outside employment and professional activities.

Compensation

Faculty members may not receive outside compensation for teaching, writing, or speaking activities that relate to their official duties; see 5 CFR § 2635.807. Faculty may receive honoraria for an appearance, speech, or article dealing with subject matter within their area of academic or military specialty if it does not relate primarily to the responsibilities, policies, or programs of Marine Corps University and if preparation and presentation of the particular appearance, speech, or article clearly remain outside faculty duties. For more clarification, consult the Office of Counsel, Marine Corps Combat Development Command, and Marine Corps Base Quantico through the chain of command.

Grievance Procedures

The Marine Corps University policy letter on grievance procedures emphasizes the consideration and disposal of matters of concern and dissatisfaction to faculty and staff at the lowest possible organizational level. The formal complaint policy and procedures described in the administrative and business operations policies do not preclude the informal process of communication that routinely takes place between seniors and subordinates or supervisors and employees. Not all grievances require senior level involvement. In many instances, direct line supervisors have the ability to resolve issues at their own level. Every effort should be made to resolve leadership issues, to include performance and conduct matters, at the lowest level. Communication with the Commanding General, Education Command or higher headquarters should be exercised only after the normal chain of command has exhausted its means to address the problem. Military faculty and staff members have access to the

Commanding General, Education Command through the request mast process defined in MCO 1700.23F. All civilian federal employees should contact the Civilian Management Office for assistance with formal grievances and complaints. Formal complaints will be addressed by the Human Resources and Organizational Management Office Quantico, Employee Management Advisory Services Specialist. All DOD employees, military or civilian, have the right to use the DOD's Hotline to report any abuse of authority, mismanagement, fraud and waste at 1-800-424-9098 or email: hotline@dodig.mil. Civilian contract employees must file any grievances through the company in which they are employed. A separate complaint policy exists for students, which is contained in the *MCU Academic Regulations*.

Travel Procedures

When economically feasible, Marine Corps University provides funding for promoting faculty professional growth and development through attendance at professional meetings and related scholarly activities. Funded travel for faculty members requires chain-of-command approval and written authorization in accordance with Department of Defense travel regulations. All travel requests are submitted through the Defense Travel System (DTS) at least ten working days prior to the scheduled departure date. Due to security and financial concerns, international travel requires a more robust approval process, and therefore should be started at the traveler's earliest convenience. Faculty members are required to prepare a memorandum that describes the destination(s), anticipated length of time, estimated costs, and justification of travel. This memorandum must be submitted through the chain of command to the President, MCU for approval. Specific requirements must be followed when making any travel arrangements, and procedures may vary for schools maintaining their own travel budget. Faculty members may be reimbursed for travel, lodging, rental car, and meals. Reimbursement is based on a travel voucher submitted via the DTS within five working days of completing travel. Travel by privately-owned automobile is possible and reimbursable when advantageous to the government. Faculty members may be directed to stay in government facilities when available. Brief personal leaves of absence, approved by a supervisor, may be taken in conjunction with official travel and temporary duty assignments. Administrative and business operations policies and the office of administrative services should be consulted for specific guidance on travel procedures and DTS usage. Civilian contract employees will coordinate travel through their respective employers.

Support Functions

Faculty members are encouraged to become familiar with other support divisions and how they function to help sustain Marine Corps University, such as personnel administration, student services, resource management, and facilities and logistics. Refer to the specific policies and procedures of these entities for more information.

Chapter Four

Title 10 Employees

Definition of Title 10 Faculty

DoD Instruction 1402.06 defines civilian Title 10 faculty positions as positions serving at a DOD post-secondary education institution appointed pursuant to the authorities in USC Title 10 Section 7478 “...whose primary duties involve teaching, lecturing, instructing, facilitating discussions in seminars, conducting scholarly research and writing, designing or developing curricula and/or learning support systems, providing academic advice or consultation, management and governance of the academic enterprise or an educational program (e.g., dean, director, department chair or head, president, vice president, provost, or the equivalent), and/or performing duties that are commonly understood to be duties appropriate for a member of the faculty of a fully accredited post-secondary academic institution in the United States.”

Definition of Teaching Faculty and Administrative Faculty

Teaching Faculty. Although Title 10 civilian faculty positions may include many types of scholarly endeavors, teaching faculty at Marine Corps University primarily focus their efforts on teaching, developing and delivering curricula, lecturing, instructing, facilitating discussions in seminars, mentoring students, as well as conducting scholarly research and writing. Specifically, hiring, renewal, reappointment, and promotion of Title 10 faculty are based on teaching, research/writing, and service in a ratio of 50/25/25. That said, this ratio may be negotiated at hiring and renegotiated upon renewal and reappointment or promotion. Additionally, Title 10 faculty members are encouraged to engage in publishing, reviewing works of others, and other academic activities, if their teaching schedules permit. Instructor, assistant, associate, and full professor ranks (AD01 – AD07) are designated as teaching faculty and support both degree and non-degree granting programs.

Administrative Faculty. Administrative faculty (AD09) duties primarily involve designing or developing curricula and/or learning support systems, providing academic advice or consultation, management and governance of the academic enterprise or an educational program (e.g., dean, director, department chair or head, president, vice president, provost, or the equivalent) or conducting scholarly research and writing. MCU has determined administrative faculty serving in positions of academic governance directly related to MCU’s graduate programs of instruction (i.e., Academic Deans and VPAA) must possess an earned doctorate/terminal degree. Other than the Academic Deans and the VPAA, all other administrative faculty must meet the qualifications identified in the applicable Position Description (PD).

Academic Ranks and Qualification Criteria

Title 10 faculty members at MCU are assigned to one of six academic ranks identified in the Department of the Navy Faculty Schedule:

- (1) AD11 Supervisory/Managerial Faculty (President, MCU)
- (2) AD09 Administrative Faculty
- (3) AD07 Professor
- (4) AD05 Associate Professor
- (5) AD03 Assistant Professor
- (6) AD01 Instructor

New positions may be added and current job titles changed as needed to support changing curricular needs.

Specific qualification criteria:

(1) AD09 Administrative Faculty. Candidates hired as Title 10 administrative faculty must possess the necessary academic and professional qualifications distinguished by quality achievement and experience, experience in professional military education or other appropriate graduate-level education, familiarity with the DoD and the United States Marine Corps in particular, and a successful reputation and record as a leader and manager in an educational environment. The specific requirements, specialized skills, and educational experience necessary to fill a specific administrative faculty billet is defined within the applicable Position Description (PD). Administrative faculty serving in positions of academic governance directly related to MCU's degree-granting programs (i.e., Academic Deans and VPAA) must possess an earned doctorate/terminal degree.

(2) AD07 Professor. The title of Professor is reserved for those candidates and persons promoted from within MCU who meet the criteria for AD03 – AD05 and, more importantly, can represent the school or college of their employment as well as the University as a spokesperson to the wider academic community and in particular to members of his or her academic discipline. In other words, Professors must be able to fully engage the broader academic community within the Department of Defense as well as the intellectual community beyond the confines of professional military education. Candidates must possess an earned doctorate/terminal degree and have at least five years of full-time experience in the rank of associate professor at an accredited institution of higher learning. Candidates must have an established publishing record as well as a solid record of continuing excellence in teaching and service. Candidates must otherwise meet the qualifications as described in the PD.

(3) AD05 Associate Professor. Associate Professors are the backbone of the teaching faculty at MCU and the title is reserved for those candidates and persons promoted from within MCU who meet the criteria for AD03 below and offer demonstrable experience and expertise with regard to “best teaching” practices and mentoring skills. Candidates hired to support a degree-granting program must possess an earned doctorate/terminal degree and should have at least five years of full-time teaching experience in the rank of assistant professor at an accredited institution of higher learning.

Candidates with equivalent experience in government or private research institutions may be considered. Candidates should have a solid publishing record and demonstrated ability as a teacher and researcher. Due consideration will be given for experience or postdoctoral research in an appropriate field in lieu of a portion (not to exceed two years) of the five-year college-level teaching experience requirement. Candidates must otherwise meet the qualifications as described in the PD.

(4) AD03 Assistant Professor. Candidates for the position of Assistant Professor hired to support a degree-granting program must possess a doctoral or terminal degree from a regionally accredited institution of higher education in a discipline appropriate to professional military education. Other qualifications include graduate-level teaching experience, a record of scholarship (publishing), demonstrated leadership and mentoring qualities, good service in previous employment and within the larger community, and promise for growth and development within his or her academic discipline. Candidates must otherwise meet the qualifications as described in the PD.

(5) AD01 Instructor. Candidates for the position of Instructor must possess a minimum of a bachelor's degree from a regionally accredited institution of higher education in an appropriate discipline, and relevant professional experience. Documented excellence in teaching, outreach scholarship/research, or professional contributions or impact is preferred. Candidates must otherwise meet the qualifications described in the PD.

Appointment Process Chain of Authority

President, Marine Corps University. The President is the decision authority for all actions pertaining to selection, reappointment, termination, promotion, and remuneration for all Title 10 civilian faculty positions at Marine Corps University.

Vice President for Academic Affairs (VPAA). The VPAA exercises oversight and management of processes related to Title 10 faculty credentialing, promotions, faculty titles, and salary recommendations for the President, MCU in accord with the federal regulations.

Vice President for Business Affairs (VPBA). The VPBA exercises oversight and management of the Title 10 hiring and human resource processes for the President, MCU, in accord with the federal regulations.

Hiring Procedures

Hiring and promotion within MCU are linked. Initial hires must satisfy the specific qualification criteria detailed above. In addition, candidates must demonstrate future growth potential. Specifically, candidates for hire must show the potential to meet promotion criteria for advancement to the next grade as described in the Promotions section of this handbook. Title 10 faculty positions may be filled either noncompetitively or competitively using the Merit System Principles identified in Title 5, USC 2301(b); however, MCU generally uses the competitive selection method. The determination as to which method will be used rests exclusively with the President. Regardless of the method, all offers of employment will originate from the HROMQ following approval by the President. Recruitment efforts shall ensure basic credentials and competencies sought for the particular position are identified, as well

as the requirement to obtain and retain a security clearance, as needed, for the position. The recruitment process ensures equal employment opportunity without regard to the types of discrimination and other federal protections defined by the US Equal Employment Opportunity Commission (EEOC).

Hiring Process

(1) Vacancy Announcement. Various methods and venues are used to place vacancy announcements. For Title 10 openings the most common method is USAJOBS (www.usajobs.gov). VPBA will assist with the preparation and dissemination of vacancy announcements; however, VPAA has final approval authority on the content of all vacancy announcements, to include salary range. Within five business days of a Director submitting a vacancy announcement to Civilian Manpower, Civilian Manpower will submit the hiring action request to HROMQ for action.

(2) Resumes/Curriculum Vitae. Resumes from potential candidates are collected through any of the methods described above by Directors of schools or directorates, and kept on file for a period of no longer than two years should the President decide to fill an immediate Title 10 vacancy through the noncompetitive selection process.

(3) Screening and Interview Panel. For competitive hires, Directors or Deans will appoint a screening and interview panel. The panel will be composed of three to five civilian and/or military members. At least one member of the panel will be a faculty member from a different Director's college, school, or directorate. In addition, at least three of the members will hold the same academic degree level or higher as the position to be filled. Panels will review resumes, determine eligibility of candidates, and recommend candidates for follow-on interviews to the Director of the school or directorate. In accordance with applicable laws and regulations, Invitational Travel Orders and travel arrangements for interviewees may be initiated by the school or directorate in coordination with and authorization from VPBA. The panel will conduct interviews either in person, via video teleconference, or telephonically and make prioritized hiring recommendations to the Director.

(4) Hiring Recommendation. The hiring Director or VP will submit the candidate recommendation to VPBA for processing. The package will include: the candidate recommendations, which identifies the selected candidate and any alternate selections (in priority order), justification, resume, recommended academic rank, recommended salary, length of term, and any other pertinent information on the selected candidate. VPBA will consult with VPAA and the MCU Chief Financial Officer to determine the recommended salary, rank, and length of term to be offered to the candidate. Once those determinations are made, VPBA will route the recommended hiring package to the President for consideration and decision. VPBA will ensure the hiring organization's Director and/or Dean is aware of all actions and is included in decision-making except where prohibited by regulation.

(5) Job Offers/Completion of Hiring Process. Within two business days of approval by the President, VPBA will initiate the job offer and completion of the hiring process with HROMQ. MCU Civilian Manpower will coordinate with the hiring director or VP to ensure all necessary paperwork is

completed to forward to HROMQ within those two business days. Only HROMQ Staffing Specialists are authorized to make an informal or formal job offer to any candidate. Inquiries by a candidate concerning salary, moving expenses, starting date of employment, benefits, and/or incentives should be referred to the HROMQ Staffing Specialist. Under no circumstances should the hiring organization's Director and/or Dean discuss salary negotiations with the candidate. HROMQ will obtain from the candidate the required federal employment documents and, in coordination with the Office of Civilian Human Resources-San Diego (OCHR-San Diego), will notify the candidate of the intended start date. VPBA will ensure the hiring organization's Director and/or Dean is aware of all actions and is included in decision-making except where prohibited by regulation.

Faculty Appointments and Reappointments

Appointments under Title 10 USC 7478 are time-limited (term) appointments. MCU does not offer tenure to Title 10 faculty members; specifically, tenure, tenure track, and appointment for indefinite period are not available for MCU Title 10 faculty positions. All initial and successive appointments are set for a specific term, normally three years. Title 10 faculty members should not be confused by the use of the term *tenure* on some civilian personnel documents. For example, Block 24 of the Standard Form 50 (Notification of Personnel Action) is entitled "Tenure." For most Title 10 faculty members, the block will have a "3" in it, which indicates a time-limited appointment for more than one year. This is a technical entry required for the automated personnel system, and it has no relationship to *tenure* as it might apply in other academic employment environments.

Initial Appointments. Initial appointments will normally be for three years (although one-year and two-year appointments may be used to meet specific needs of MCU). The first year of all initial appointments is a probationary period. By the ninth month of the probationary year, the Director for whom the employee works will assess their contributions and determine whether the Title 10 faculty member should complete the remainder of the initial appointment period.

Successive Appointments Policy and Process

(1) Reappointment cannot be guaranteed for any position. Although MCU has a no-tenure policy, its goal is to provide appropriate pay, benefits, and working environments to encourage high quality Title 10 faculty members to serve long and rewarding careers as members of the MCU faculty. Successive appointments, when granted, will normally range from a minimum of one year to a maximum of three years. Based upon the needs of the University, the President may authorize appointments or reappointments for periods of time less than one year.

(2) VPBA will monitor all Title 10 reappointment schedules and notify the appropriate VP or Director of pending reappointments. After the initial probationary year, not earlier than 12 months and not later than 8 months prior to the expiration of an appointment, VPBA will notify the school Director to prepare a memorandum recommending either reappointment or appointment termination for the Title 10 faculty member. Not later than 7 months prior to the expiration of an appointment, directors will

submit their recommendations via the VPAA and VPBA to the President. This timeline allows faculty members a six-month appointment/non-reappointment notification period.

(3) The memorandum must contain recommendations for length of term (not to exceed three years) and justifications for salary increase/decrease, promotion, changes to duties, and change of position title. The Director must justify recommendations for pay increases by such factors as extraordinary performance or increased responsibilities. Recommendations for pay decreases must be justified by such factors as budget restrictions, documented reduced level of performance, or decreased responsibilities. Upon review of the Director's recommendation, the VPBA and VPAA provide their recommendations to the President, MCU for approval. The VPBA will provide a copy of the President's approval to the appropriate school Director. Upon receipt of the President's approval, the Director will review the terms of the reappointment with the Title 10 faculty member.

Termination/Non-Renewals/Resignation/Discipline

Reasons for Termination

(1) Change in MCU Structure or Organization. A lack of Federal funds, change in mission, workload or organizational changes, or other similar and compelling reasons may require a change in the number of MCU Title 10 faculty positions. Directors will provide recommendations for elimination of Title 10 positions via the office of VPAA and VPBA to the President. The President is the ultimate approval authority for eliminating Title 10 positions.

(2) Loss of Security Clearance. Any Title 10 faculty member who, for any reason, is unable to obtain and maintain a security clearance, if required for his/her position, will be terminated from that position.

(3) Separation for Cause. MCU may separate any Title 10 faculty member for reasons of misconduct or inefficiency, irrespective of length of appointment. Personal behavior that violates law, rule, or regulation or that bears negatively on the professional standards expected of MCU faculty is a basis for immediate or early termination of appointment or ineligibility for reappointment. Such separation will be effected in accordance with the applicable Civil Service, Department of Defense, and Navy regulations and coordinated through HROMQ.

Non-Renewal of Contract

(1) Needs of MCU. A lack of Federal funds; change in mission, curriculum, workload, organization; or other compelling reason may require that a Title 10 faculty member not be reappointed. MCU will make a reasonable effort to provide a minimum of a six-month notice to the affected Title 10 faculty member. However, a failure to provide the courtesy notice will not prevent the automatic termination of the appointment on the not-to-exceed (NTE) date of the appointment.

(2) Recommendation of Supervisor. If the supervisor responsible for the faculty member's rating of performance determines the contract of the Title 10 faculty member should not be renewed, the supervisor will forward recommendations for non-reappointment to the President via VPAA and VPBA, who will review and provide recommendations to the President, after consultation with HROMQ. The

President, after considering recommendations, will determine whether appointments of Title 10 faculty members are renewed. If the appointment is not renewed, the President will make a reasonable effort to provide advance written notice of the decision to the affected Title 10 faculty member

Notification of Termination/Non-Reappointment (Renewal) of Contract. If the President determines that the employment of the Title 10 faculty member should be terminated or the contract should not be renewed, an HROMQ representative will prepare the termination notice, along with written notification from the President in accordance with the following schedule:

(1) Termination/Non-Reappointment during or at the End of the Initial Appointment Year. If the appointment is to be terminated during or at the end of the first appointment year, notice is given *de facto* when the contract is issued. In the absence of an extension, the appointment, and thus the Title 10 faculty member's employment, will end on the NTE date for their appointment.

(2) Termination/Non-Reappointment during or at the End of the Second Appointment Year. If the appointment is to be terminated during or at the end of the second appointment year, notice will be given at least six months in advance.

(3) Termination/Non-Reappointment during or at the End of the Third Year. Notice normally will be given at least six months in advance.

Resignation/Retirement. A Title 10 faculty member is expected to give at least six months written notice to immediate supervisor of intention to resign or retire, in order that an appropriate replacement may be found. If after official notice is given to the supervisor the employee decides to rescind the notice, MCU has the authority to accept or reject the resignation/retirement notice.

Discipline. MCU may take such disciplinary actions against a Title 10 civilian faculty member as will promote the efficiency of the University for reasons of misconduct or inefficiency, irrespective of length of appointment. Personal behavior that violates law, rule, or regulation or that bears negatively on the professional standards expected of MCU faculty is a basis for immediate disciplinary action. Appeals of disciplinary actions, unless otherwise prescribed in this handbook, will be made to the next official in the chain of command not having a direct interest in the matter being appealed, unless the deciding official is the President of the University, utilizing the Department of the Navy Administrative Grievance System.

Initial Salary Offer and Schedule

Salary Offer. The President, based on the recommendation of the hiring Director, VPAA, and VPBA, determines the initial academic rank and salary step offered upon appointment.

Salary Schedule. The Office of the Secretary of the Navy determines the salary schedule for Title 10 employees. Each Title 10 faculty member shall be assigned to a step upon initial appointment. That step corresponds to a salary on the pay chart issued by the Department of the Navy Faculty Schedule. The salary consists of two components--base pay and locality allowance. Both components are considered in the computation of employee's benefits and retirement. The Navy Faculty Schedule is

modified on a comparative basis with changes Congress authorizes for federal employees paid under the Classification Act. The term “academic rank” on the schedule refers to an individual’s academic rank and the term “step” refers to the salary level within the academic rank. The salary schedule is published separately every year and is available online.

Pay Adjustments

There are five types of pay adjustments for Title 10 employees: general federal wage adjustments, adjustments in connection with reappointments, adjustments in connection with promotions in rank, merit/longevity step increases (equivalent to GS within-grade increases), and adjustments as a result of a performance award (equivalent to GS Quality Step Increases (QSI)).

General Adjustments. On a periodic basis (normally annually), the President of the United States, with the approval of Congress, declares adjustments to the General Schedule, consisting of adjustments to base pay, locality pay, or both (sometimes referred to as a Cost of Living increase). The Secretary of the Navy normally approves a corresponding adjustment to the Title 10 Faculty Salary Schedule, although there is no requirement to mirror the General Schedule in either amount or effective date. When the Title 10 schedule is adjusted, the salary of all Title 10 faculty members will be adjusted. No action on the part of the Title 10 faculty member or the chain of command is required.

Reappointment Adjustments. Adjustments in connection with term reappointments recognize and reward employees for long-term excellence in service or extraordinary accomplishments based upon records of performance, education, research and strategic communications support contributions, publications, professional scholarly growth, and service to the institution. If management offers a reappointment of a faculty member, the President will make the determination as the number of salary steps to be offered in the reappointment package (not to exceed a one-step increase). An increase or decrease in salary may be offered in the reappointment package. Salary adjustments must fall within the appropriate academic rank (e.g., between steps 17 and 52 for Associate Professors and steps 25 and 66 for Professors). The amount of increase or decrease depends on such merit factors as record of performance, education, research and strategic communications support contributions, scholarly publications, and, most importantly, potential for future service to the institution. The reappointment adjustment does not alter the eligibility date of the merit or longevity step increase.

Promotion in Rank Adjustments. Promotions to a new academic rank will constitute a new appointment action and will be processed by VPBA as a change action (change in PD as well as a change in the Merit Step schedule). Promotion to a new academic rank may or may not require an adjustment in pay. In any case, a promotion in rank will not exceed a one-step increase.

Merit and Longevity Step Increases

(1) *Eligibility.* Given the highly professional nature of the University’s Title 10 professor billets, individuals holding these positions are expected to exhibit more than a minimum level of competence and performance in order to warrant any increase in pay. Therefore, merit step increases or longevity step increases may be granted to recognize continued, outstanding service with the expectation of

continued service at that level based on the recommendation of the Director, approval of the President, and the availability of funds. However, there should be no expectation of an automatic increase at any level. With regard to processing personnel actions, merit step increases are considered bonuses during a reappointment while longevity step increases are comparable to the GS within-grade increases (WIGI), which are based on length of service.

(2) Schedule of Eligibility. Consideration for merit and longevity step increases will be governed by the schedule shown below. The weeks of service required between steps represent the minimum time required before consideration may be given for a merit and longevity step increase. No more than one merit and longevity step increase may be granted in any one fiscal year. Again, this eligibility schedule provides a benchmark for the Directors in recommending an increase. It does not dictate nor indicate when, or if, these step increases will be granted.

a. AD-01 (Instructor)

To steps 2-5: 52 calendar weeks of service

To steps 6-10: 104 calendar weeks of service

To steps 11-15: 156 calendar weeks of service

To steps 16-21: 208 calendar weeks of service

b. AD-03 (Assistant Professor)

To steps 8-15: 52 calendar weeks of service

To steps 16-24: 104 calendar weeks of service

To steps 25-33: 156 calendar weeks of service

To steps 34-42: 208 calendar weeks of service

c. AD-05 (Associate Professor)

To steps 18-25: 52 calendar weeks of service

To steps 26-34: 104 calendar weeks of service

To steps 35-43: 156 calendar weeks of service

To steps 44-52: 208 calendar weeks of service

d. AD-07 (Professor)

To steps 26-34: 52 calendar weeks of service

To steps 35-44: 104 calendar weeks of service

To steps 45-54: 156 calendar weeks of service

To steps 55-66: 208 calendar weeks of service

e. AD-09 (Administrative Faculty)

To steps 21-34: 52 calendar weeks of service

To steps 35-44: 104 calendar weeks of service

To steps 45-54: 156 calendar weeks of service

To steps 55-66: 208 calendar weeks of service

(3) Administrative Responsibility. Since merit/longevity step increases are not automatic, they require an administrative action to implement. VPBA will track eligibility for these increases; at a minimum of sixty days prior to a faculty member's eligibility, VPBA will notify the Director of the eligible faculty member. The Director will make a recommendation to the President via VPBA and VPAA at least 30 days prior to the faculty member's eligibility date. The President will notify the faculty member, in writing, of his decision and direct VPBA to prepare the appropriate personnel action.

Performance Award Adjustments

Title 10 faculty members are eligible for a performance award adjustment in the form of a one-step increase at the annual performance review. This type adjustment is the same as a GS Quality Step Increase (QSI). Performance award adjustments are one option available to supervisors to reward superior performance during a given PARS reporting period (1 Oct - 30 Sep); the other options include a one-time cash award or a time-off award (see below). Performance award adjustments will be reserved for the top performers within MCU, and recommendations should include a description of how the employee sustained exceptional performance and significantly contributed to the organization's mission. All performance award adjustments and recommendations are adjudicated by the annual EDCOM Performance Appraisal Review Board (PARB). VPBA has responsibility for publishing policies and procedures related to the PARB, convening and chairing the annual board, and routing the results up the chain of command for approval.

Performance Appraisals

Review Periods. Title 10 faculty members and administrative staff are evaluated by their immediate supervisor at a mid-year performance review (March), as well as at an annual performance review (NLT 30 Sep) on their achievements in education, research, and strategic communications support, as appropriate, as well as achievement of specific objectives assigned during the period of evaluation. Supervisors will discuss evaluation criteria at the beginning of each rating period and provide results of the evaluation to each faculty member and administrator at the conclusion of the appraisal period.

Documentation of Reviews. Evaluations are documented on NAVMC 11408 (Rev 3-13): USMC Performance Appraisal Review System (PARS) or via the Interim Performance Management System

(IPMS) in sufficient detail to support consideration for performance awards, promotions, and reappointments.

Performance Objectives. Concurrent with the evaluation process, employees and supervisors will develop objectives for the forthcoming year. These objectives are documented on NAVMC 11408 (Rev 3-13) as a basis for subsequent evaluation. Employees shall participate in the development of objectives and will keep the director/supervisor and appropriate academic dean advised on progress toward these objectives. Employees and supervisors also will participate in mid-year, face-to-face discussions concerning progress toward meeting these objectives. All new employees will have new performance standards set within 30 calendar days of entering the position. This is evidenced by the rating official and employee's signature on the NAVMC 11408 (Rev 3-13) within 30 calendar days of their entrance on duty date. Additional information on developing performance objectives, and performance appraisals overall, can be found at the Office of Personnel Management website.

Performance Awards

As noted above, supervisors have the option to recommend employees for one-time cash and time-off performance awards in conjunction with the submission of the annual PARS. Title 10 faculty members with a minimum of 12 months service at the end of the annual rating period whose performance is rated as "acceptable" for all evaluative elements and who met or exceeded expectations during the reporting period may be recommended for a monetary or non-monetary performance award. The applicable vice president or director recommends performance awards to the President via VPBA in concert with GS annual performance rewards. The Performance Appraisal Review Board (PARB) reviews the recommendations and develops a proposed list of performance award recommendations for the President's approval. Cash awards are paid in a lump sum and do not affect the basic pay level, employee benefits, or retirement computations.

Promotions

Criteria for Teaching Faculty

(1) There is a 5-year Time-In-Grade (TIG) requirement that must be met in order to be considered for promotion.

Reappointment/Promotion is based on teaching, research/writing (publication), and service in an approximate ratio of 50/25/25. This ratio is an expectation and may be renegotiated upon renewal, reappointment, or promotion.

(2) Evaluation for promotion is accomplished by a committee comprising (at a minimum) the director of the college or school, the dean, and an outside evaluator (from within MCU or off-campus). Evaluation for promotion is based on the candidate's written evaluations and an interview with the candidate.

(3) Since teaching is the primary responsibility of all Title 10 faculty within MCU, teaching performance is the primary consideration of evaluation for promotion. The ability to teach is basic to employment but demonstrated skill in teaching is the basis for promotion. At MCU this includes advising, counseling, and mentoring students and not simply platform or seminar performance. Assessing the quality of teaching is difficult and a variety of tools are employed, including (but not limited to) the supervisor's observation of the applicant, peer reviews, student surveys, and (as appropriate) outside evaluations (e.g., letters of appreciation and commendation). No single evaluation instrument is definitive.

(4) Researching and writing for publication ensures that faculty members remain current and relevant within their chosen field and is important not only for the professor but also for the reputation of MCU. Peer reviewed journal articles, books, chapters, and some newspaper articles and conference papers will be considered appropriate as "published" work (newspaper articles, blogs, and conference papers are generally not considered "publishing" unless, for example, the conference paper is subsequently published in a collection). The evaluation of a faculty member's publishing record is qualitative as opposed to quantitative, and there is no required number of books and/or articles for consideration within the schedule of eligibility. That said, a professor who publishes nothing in his or her position within the time frames stipulated for the AD ranks detailed in this handbook will not be considered for promotion. The absence of a publishing record is sufficient to withhold promotion, especially to the rank of Professor. The title of Professor must be earned and not simply the result of time in service.

(5) The major type of "service" for public universities is within the university, e.g., serving on a committee, the faculty council, etc., but when evaluations for promotion are conducted, other types of service are heavily weighted. In that regard, such activities as course director, chairperson for special projects, other committee membership, and teaching across the campus receive special consideration. In addition, service to the broader community (local, state, national, and international) is also considered, e.g., teaching at other Department of Defense schools, speaking at conferences, chairing or participating in conference panels, support to US military and foreign military units in the field, etc. Once again, qualitative considerations outweigh quantitative considerations.

(6) With the above in mind, faculty members should keep a comprehensive record (portfolio) of teaching, research, writing, and service for consideration by the promotion committee.

(7) Step promotions for time in service and other criteria related to general adjustments, performance awards, etc., within an AD grade are unaffected by the criteria for promotion above.

Subsequent Promotions. A Title 10 faculty member will be eligible for the next higher academic rank if that person has met both the criteria of the present academic rank (including the appropriate time in rank), plus the additional criteria for the higher academic rank. Thus, a person holding the academic rank of AD03 (Assistant Professor) can be considered for the rank of AD05 (Associate Professor) after having demonstrated the abilities in teaching, research, and service for the rank of Associate Professor. The same is true for promotion to the rank of AD07 (Professor).

Promotion Process or Procedures

(1) Individual Title 10 faculty members are responsible for applying for promotion by 31 December of each year. Faculty must have taught in their current academic rank for a minimum of five years before becoming eligible for promotion to the next higher academic rank. The application letter is to be addressed to the President, MCU, via the appropriate Director, VPBA, and VPAA. The application letter should be accompanied by a portfolio of teaching, research/writing, and service accomplishments. In January of the following year, promotion packages will be reviewed by a promotion committee via Manpower, which will convene annually for the purpose of reviewing applications and providing promotion recommendations to the President, MCU. Applicants will be notified of appointment dates and times for interviews.

(2) The promotion committee will forward its recommendations to the President via the VPAA and VPBA. A copy of the written recommendation will be made available to the applicant. Any rejoinder to the recommendation made by the applicant will likewise be forwarded to the President.

(3) The decision for promotion will be made NLT 15 April of the year in which the promotion committee meets. The President will notify the successful applicant via the appropriate Director.

(4) Approved promotions will not take effect until the new fiscal year beginning 1 October if a pay adjustment is granted. Otherwise, a promotion can be effective any time during the year upon approval of the President, Marine Corps University. Promotion to a new academic rank constitutes a new appointment action.

(5) Exceptions to the minimum time-in-grade requirement and to the timeline prescribed above will be considered on a case-by-case basis.

Promotions to Academic Dean. Some academic programs rotate the position of Academic Dean among Title 10 faculty (e.g., School of Advanced Warfighting). These appointments are usually temporary; however, they still require the approval of the President. At the completion of their time as Academic Dean, faculty will revert to their former position and academic rank. Any change in academic rank will constitute a new appointment action and may or may not require an adjustment in pay.

Faculty Benefits

General Benefit Package for all Federal Employees. Title 10 civilian faculty members are entitled to leave, retirement, health insurance, life insurance benefits, and incentive awards on the same basis as other Federal employees. Title 10 civilian faculty may obtain information about all of their entitlements for Federal benefits by contacting the DON Employee Benefits Line at 1-888-320-2917 (Press 4 to speak directly to a counselor) or by visiting the Employee Benefits Information System (EBIS) at <https://www.civilianbenefits.hroc.navy.mil>. Information is also available at <http://www.opm.gov>. Additionally, federal employees may contribute to a Thrift Savings Plan (TSP) and obtain information about that program at <https://www.tsp.gov/index.shtml>. Any faculty member converted from Title 5 to

Title 10 will retain all benefits previously accrued. The office of the VPSABO will direct Title 10 employee inquiries to the HROMQ.

Professional Development Off-Site (PDO). The intent of the PDO Program is to provide full-time faculty with opportunities to conduct professional development that might otherwise be precluded by the demands of their teaching and curriculum development responsibilities. In exceptional cases, Title 10 civilians who are not full-time faculty supporting degree-granting programs but who carry a considerable teaching load may be granted PDO on a case-by-case basis. After five years of continuous service to MCU, Title 10 civilian faculty members are eligible for PDO leave. PDO opportunities are intended to maintain the highest standard of academic excellence within MCU. This developmental process is essential in keeping our faculty in the forefront of their respective fields and ensuring their credibility throughout the professional military educational community. PDO leave will only be approved for professional enrichment that enhances a faculty member's professional or educational skills. The President, upon the recommendation of the appropriate college Director, has final authority to grant a PDO period of either six months or a full year. As a general rule, PDOs will normally be granted for six months. One year PDOs will be granted only for compelling reasons. The standard six-month PDO period may be taken incrementally (e.g., two, 3-month periods) on a case-by-case basis. Applications for a PDO will include an agreement for additional service, which accrues as a three month obligation for one month PDO rate (18 months of service for each six-month PDO or three years of service for a one-year PDO). Every faculty member granted a PDO will identify an academic product that will be delivered at the conclusion of the PDO. The exact nature of the deliverable will depend upon the scope of the project, and the faculty member and the school Director will reach agreement on the deliverable prior to the start of the PDO. Refer to the *MCU Academic Regulations* for more information.

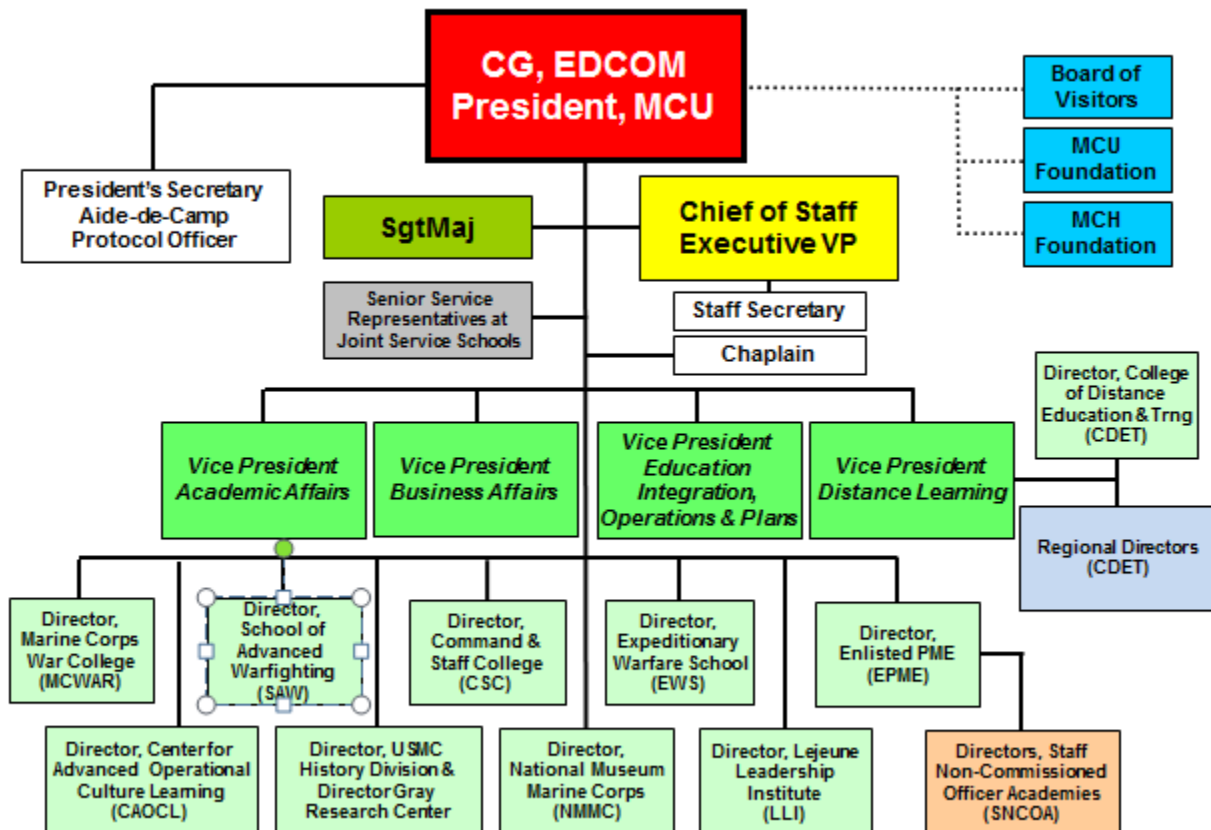
Leave Without Pay for Professional Development Purposes. Upon the request of a Title 10 faculty member and the recommendation of the Director, VPAA, and VPBA, leave without pay for study, research, travel, or any other reason may be granted by the President when, in his/her opinion, such leave would contribute directly to the improvement of the MCU mission performance. Such leave must be requested through the chain of command.

Professor Emeritus Status upon Retirement. The conferring of emeritus status is a traditional and widely followed practice in American colleges and universities by recognizing the contributions of faculty members. It signifies that one is honorably retired from the conferring institution, but retains the title last held (e.g., Professor Emeritus of National Security Affairs). Title 10 civilian faculty members at MCU must serve meritoriously for at least 15 years (3 years of which can be waived by the President for extraordinary contributions). In computing the total years of service with MCU, the years served in military uniform as an MCU faculty member can be added to those of civilian teaching when determining the total of combined years. Recipients of the honor must be retiring from MCU at the rank of full or associate professor with a record of outstanding teaching excellence and record of university service. Privileges associated with the honor include: a certificate attesting to the status, access to the library services and other faculty research facility services, an invitation to participate in commencement processions and similar ceremonies, an invitation to participate in academic conferences hosted by

MCU, the option of offering course or class offerings with the approval of the college director, listing in the faculty directory and catalog, and the right to list the title of professor emeritus and associated affiliation with MCU on any publication or professional document. The *MCU Academic Regulations* provides a full description of the process, requirements, and benefits of the honor.

Appendix A

Marine Corps University Organizational Chart



Appendix B

Acronyms

ABD	All But Dissertation
AD	Administratively Determined (pay plan code for Title 10 employees)
AES	Administrative and Educational Support
AESRB	Administrative and Educational Support Review Board
ASD	Academic Support Division
AY	Academic Year
BOV	Board of Visitors
C2	Command and Control
CAOCL	Center for Advanced Operational Culture Learning
CCRB	Course Content Review Board
CDET	College of Distance Education and Training
CFR	Code of Federal Regulations
CG	Commanding General
CJCS	Chairman Joint Chiefs of Staff
CMC	Commandant of the Marine Corps
COS	Chief of Staff
CPO	Civilian Personnel Office
CRB	Curriculum Review Board
CSC	Command and Staff College
CTR	Contract Technical Representative
DEP	Distance Education Program
DEP DIR	Deputy Director
DIR	Director
DL	Distance Learning
DLA	Desired Leader Attributes
DoD	Department of Defense
DoDI	Department of Defense Instruction
DoN	Department of the Navy
DTS	Defense Travel System
EDCOM	Education Command
EO	Educational Objective or Equal Opportunity
EPME	Enlisted Professional Military Education
ESC	Executive Steering Committee
ET	Educational Technology
EWS	Expeditionary Warfare School
FACAD	Faculty Advisor
FDOC	Faculty Development and Outreach Coordinator
FERS	Federal Employees Retirement System
FY	Fiscal Year

GAL	Global Address List
GRC	Gray Research Center
GS	General Schedule
HD	History Division
HROMQ	Human Resources Operations Management Quantico
IE	Institutional Effectiveness
IT	Information Technology
ILS	Intermediate Level School
IR	Institutional Research
IRAP	Institutional Research, Analysis, and Planning
IRB	Institutional Review Board
ISC	Information Systems Coordinator
IT	Information Technology
JAGINST	Judge Advocate General Instruction
JAGMAN	Manual of the Judge Advocate General
JF	Joint Force
JSAP	Joint Staff Action Processing
JTF	Joint Task Force
LCSC	Leadership Communication Skills Center
LLI	Lejeune Leadership Institute
LoMC	Library of the Marine Corps
MAGTF	Marine Air Ground Task Force
MCATS	Marine Corps Action Tracking System
MCB	Marine Corps Base
MCBQ	Marine Corps Base Quantico
MCCDC	Marine Corps Combat Development Command
MCCS	Marine Corps Community Services
MCLL	Marine Corps Lessons Learned
MCO	Marine Corps Order
MCU	Marine Corps University
MCUF	Marine Corps University Foundation
MCWAR	Marine Corps War College
MEF	Marine Expeditionary Force
MILFAC	Military Faculty
MMOA	Manpower Management Officer Assignments
MMS	Master of Military Studies
MOS	Master of Operational Studies
MSS	Master of Strategic Studies
NAVMC	Navy-Marine Corps
NCO	Non-Commissioned Officer
NLT	No Later Than
NMCI	Navy Marine Corps Intranet

NMMC	National Museum of the Marine Corps
PAJE	Process for Accreditation of Joint Education
PD	Position Description
PDO	Professional Development Offsite
PARB	Performance Appraisal Review Board
PLS	Primary Level School
PME	Professional Military Education
PO	Program Outcome
POC	Point of Contact
POL-MIL	Political-Military
PPC	President's Planning Council
QEP	Quality Enhancement Plan
RA	Research Assistant
SACSCOC	Southern Association of Colleges and Schools Commission on Colleges
SAMS	School of Advanced Military Studies (Army)
SAW	School of Advanced Warfighting
SECNAVINST	Secretary of the Navy Instruction
SEPME	Senior Enlisted Professional Military Education
SF	Standard Form
SJA	Staff Judge Advocate
SLDCADA	Standard Labor Data Collection and Distribution Application
SLO	Student Learning Outcome
SNCO	Staff Non-Commissioned Officer
SPEB	Student Performance Evaluation Board
TBS	The Basic School
TBD	To Be Determined
TECOM	Training and Education Command
TLS	Top Level School
TOEFL	Test of English as a Foreign Language
TSP	Thrift Savings Plan
USC	United States Code
USMC	United States Marine Corps
VPAA	Vice President for Academic Affairs
VPBA	Vice President for Business Affairs
VPDL	Vice President for Distance Learning
VPEIOP	Vice President for Education Integration, Operations, and Plans



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