UNITED STATES MARINE CORPS
MARINE CORPS UNIVERSITY
EDUCATION COMMAND
2076 SOUTH STREET
QUANTICO, VA 22134

IN REPLY REFER TO:
12000.1B
CG
14 Feb 20

MARINE CORPS UNIVERSITY/EDUCATION COMMAND ORDER 12000.1B

From: President, Marine Corps University/Commanding General, Education Command
To: Distribution List

Subj: TITLE 10 PERSONNEL MANAGEMENT

Encl: (1) Title 10 Personnel Management

Ref: (a) 10 U.S.C. § 7478
(b) DoD Instruction 1402.06
(c) DoD Instruction 5124.02
(d) Federal Register / Vol. 77, No. 62 / Friday, March 30, 2012 / Notices
(e) SECNAVINST 12534.1C
(f) MOU between EDCOM/MCU and HROMQ

1. Situation. To promulgate Marine Corps University (MCU) policy and regulations regarding Title 10 personnel.

2. Cancellation. Chapter 4, Faculty Handbook and MCU/EDCOM Order 12000.1A.

3. Mission. This regulation establishes policies and procedures for employment and compensation of civilian faculty employed under the authority of 10 U.S.C. § 7478 (Title 10 employees) at the MCU.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. To ensure a common understanding of and provide guidance on the management of Title 10 personnel at MCU.

(2) Concept of Operations

(a) This Order provides guidance on classifying Title 10 positions and the management of Title 10 personnel at MCU.

(b) As directives are revised, they shall comply with this Order.

(c) Vice President of Business Affairs (VPBA) shall review this Order annually to ensure it is current and consistent with statutory authority.

b. Subordinate Element Missions

(1) Comply with the content of this Order.

(2) VPBA shall ensure this Order is coordinated and disseminated to appropriate human resource and other agencies.

c. Coordinating Instructions

(1) The following regulations are issued in accordance with the provisions of Title 10, United States Code, § 7478 for the governance of Title 10 Administratively Determined Pay Plan personnel.

(2) This regulation takes precedence over all Marine Corps University/Education Command regulations, orders, instructions, and handbooks that are inconsistent with this Order.

(3) Submit all recommendations concerning this Order to VPBA.

5. Administration and Logistics. The currency, accuracy, and completeness of these regulations and its distribution is the responsibility of MCU (VPBA).

6. Command and Signal

a. Command. This Order applicable to MCU/EDCOM.

b. Signal. This Order is effective date signed.

J. M. BARGERON

Distribution:
MCU
TECOM
HROMQ
M&RA (MPC)
OCHR

TITLE 10 PERSONNEL MANAGEMENT

1. This Order establishes policies and procedures for employment and compensation of civilian personnel employed under the authority of 10 U.S.C. § 7478 (Title 10 employees) at Marine Corps University (MCU).

2. Under 10 U.S.C. § 7478, the Secretary of the Navy may employ as many civilian professors, instructors, and lecturers at the MCU as the Secretary considers necessary.

3. President, MCU has discretionary authority to take appropriate personnel actions to support the mission of MCU. In coordination with the appropriate Director or Vice President (VP), Vice President for Business Affairs (VPBA) approves pay ranges and compensation for salary negotiations with Title 10 nominees in accordance with reference (e). President, MCU or his delegate approves or disapproves recommendations for hiring, waivers, promotions, and pay level increases and decreases for Title 10 employees.

4. Definition of Title 10 Faculty

Civilian 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."

Teaching Faculty. 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. Additionally, faculty members are expected to perform service. The specific proportion of a faculty member's time that is devoted to each task is specified in their Position Description (PD). Service is defined as collateral duties that benefit a particular school, MCU, the Marine Corps, and/or the academic and broader national security community as a whole. Examples of service are participation on panels, councils, boards, electives, programs, etc. Additionally, Title 10 faculty members are encouraged to review works of others and undertake other academic activities, if their teaching schedules permit. Instructor, assistant, associate, and full professor ranks (AD-01 to AD-07 series 1701, 1712, and 1750) are designated as teaching faculty and support both degree and non-degree granting programs.

Research Faculty. Research faculty at Marine Corps University primarily focus their efforts on conducting scholarly research and writing and to a lesser extent developing and delivering

curricula, lecturing, instructing, facilitating discussions in seminars, and mentoring students. Additionally, faculty members are expected to perform service. The specific proportion of a faculty member's time that is devoted to each task is specified in their Position Description (PD). Service is defined as collateral duties that benefit History Division, MCU, the Marine Corps, and/or the academic and broader national security community as a whole. Examples of service are participation on panels, councils, boards, electives, programs, concept and capability development, advising organizations in the national security community, work with the Joint Staff, etc. Additionally, Title 10 faculty members are encouraged to review works of others and undertake other academic activities, if their research schedules permit. Historian ranks (AD-03 to AD-07 series 0170) are designated as research faculty and support both degree and non-degree granting programs.

Administrative Faculty. Administrative faculty (AD-09) 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, vice president, 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 Vice President for Academic Affairs (VPAA)) must possess a doctorate/terminal degree obtained via course work, dissertation, and successful defense of dissertation. Other than the Academic Deans and the VPAA, all other administrative faculty must meet the qualifications identified in the applicable PD.

5. Academic Ranks and Qualification Criteria

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

AD-09 Administrative Faculty

AD-07 Professor/Professor of Practice/Chief Historian

AD-05 Associate Professor/Lead Historian

AD-03 Assistant Professor, Communications Assistant Professor, Faculty Advisor Blended Seminar Program, Marine Air Ground Task Force (MAGTF) Staff Instructor, MAGTF Staff Mentor/Instructor, Historian, Research Assistant Professor

AD-01 Instructor

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

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Specific qualification criteria:

AD-XXXX-09 Administrative Faculty. Candidates hired as Title 10 administrative faculty must possess the necessary academic and professional qualifications, experience in professional military education or other applicable graduate-level education, understanding of the DoD and the United States Marine Corps in particular, and experience 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 PD.

The following AD-1701-09 positions serve in positions directly related to MCU's degree granting programs and must possess an earned doctorate from a regionally accredited institution of higher education or equivalent:

Vice President for Academic Affairs
Deputy/Dean of Academics, Marine Corps War College (MCWAR)
Dean of Academics, School of Advanced Warfighting (SAW)
Dean of Academics, Marine Corps Command and Staff College (CSC)

The following AD-(0170, 1410, 1420, 1750)-09 position requires an earned doctorate from a regionally accredited institution of higher education or equivalent within the initial 12 months of employment:

Director, History Division/Gray Research Center (HD/GRC)

The following AD09 positions do not require an earned doctorate/terminal degree:

Vice President for Business Affairs
Vice President for Operations and Plans
Deputy Vice President for Operations and Plans
Chief Academic Officer, Expeditionary Warfare School, (EWS)
Dean of Academics, College of Enlisted Military Education
Deputy Director, Academic Operations CSC
Deputy Director, Lejeune Leadership Institute
Director, Academic Support Division
Director, Brute Krulak Center for Innovation and Creativity
Director, Institutional Research Analysis and Planning
Director, Leadership Communication Skills Center
Director, MAGTF Instructional Group
Director, Middle East Studies (earned doctorate/terminal degree or ten years Middle East experience required)

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Faculty Development and Outreach Coordinator
Ethics Branch Head/Professor of Ethics and Leadership
Assistant Dean, College of Distance Education and Training
Course Director, Command and Staff College Distance Education Program
Course Director, Expeditionary Warfare School Distance Education Program
Course Director, College of Enlisted Military Education Distance Education Program

Teaching Faculty

AD-1701-07 Professor. Professors hired to support a degree-granting program must possess an earned doctorate from a regionally accredited institution of higher education or equivalent in a discipline appropriate to professional military education. Professors should have at least ten years of full-time teaching experience at an accredited institution of higher learning. 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 ten-year college-level teaching experience requirement. Candidates with equivalent experience in government or private research institutions may be considered. Candidates should have a record of peer-reviewed and professional publication at the associate professor level. For those who have attained full Professor rank, continued scholarly publication is expected for retention. Professors 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 have specialized experience directly related to the PD.

AD-1701-07 Professor of Practice. A Professor of Practice is an individual with distinctive contributions to the nation (for example: former ambassadors, retired general and flag officers, senior executive service officials, or persons with 25 plus years of relevant professional experience). Professors of Practice may, or may not, meet the traditional academic requirements but their senior-level experience is considered in lieu of academic credentials. Candidates must have specialized experience directly related to the PD.

AD-1701-05 Associate Professor. Associate Professors hired to support a degree-granting program must possess an earned doctorate from a regionally accredited institution of higher education or equivalent in a discipline appropriate to professional military education. Associate Professors should have at least five years of full-time teaching experience in the rank of assistant professor at an accredited institution of higher learning. 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 with equivalent experience in government or private research institutions may be considered. Candidates should have a record of peer-reviewed and professional publication. Candidates must have specialized experience directly related to the PD.

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AD-1701-03 Assistant Professor. Assistant Professors hired to support a degree-granting program must possess or obtain, within one year of employment, an earned doctorate from a regionally accredited institution of higher education or equivalent in a discipline appropriate to professional military education. Candidates must have specialized experience directly related to the PD.

AD-1701-03 Faculty Advisor, Blended Seminar Program. Faculty Advisors must possess a master's degree from a regionally accredited institution of higher education through course work in Military, American, European, or Diplomatic History, Strategic Studies, International Relations, Education, Operational or Military studies, or related fields. Candidates must have specialized experience directly related to the PD.

AD-1701-03 Research Assistant Professor. Research Assistant Professors must possess a master's degree from a regionally accredited institution of higher education through course work in the field related to the position and at least five years of full-time experience in the rank of Instructor. Candidates must have specialized experience directly related to the PD.

AD-1750-03 Communications Assistant Professor. Communications Assistant Professors must possess a master's degree from a regionally accredited institution of higher education through course work in communications, writing, or other related field and at least five years of full-time teaching experience in the rank of Instructor. Candidates must have specialized experience directly related to the PD.

AD-1750-03 MAGTF Staff Instructor. MAGTF Staff Instructors must possess expert knowledge of the Marine Corps Planning Process and the MAGTF as well as an earned bachelor's degree obtained via course work from a regionally accredited institution of higher education. Candidates must have specialized experience directly related to the PD.

AD-1712-03 MAGTF Staff Mentor/Instructor. MAGTF Staff Mentors/Instructors must possess an expert knowledge in MAGTF operations and have served as a senior enlisted advisor to a commander/MAGTF staff officer. Candidates must have specialized experience directly related to the PD.

AD-1750-01 Instructor. Instructors must possess a minimum of an earned bachelor's degree obtained via course work 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 have specialized experience directly related to the PD.

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Research Faculty

AD-0170-07 Chief Historian. The Chief Historian must possess an earned doctorate from a regionally accredited institution of higher education or equivalent in history or a related subject within 12 months of employment and possess knowledge and experience with Marine Corps operations and culture corresponding to 15 years of Marine Corps experience in order to provide the operational relevance of history to senior leaders and to the broader Marine Corps. Additionally, the Chief Historian should have a record of peer-reviewed publications and experience as a researcher and teacher. Candidates must have specialized experience directly related to the PD.

AD-0170-05 Lead Historian. Lead Historians must possess an earned doctorate from a regionally accredited institution of higher education or equivalent in history or a related subject within 12 months of employment and should have a record of peer-reviewed publications and experience as a researcher and teacher. Candidates must have specialized experience directly related to the PD.

AD-0170-03 Historian. Candidates must possess a minimum of an earned master's degree obtained via course work from a regionally accredited institution of higher education in History or a related subject. Other qualifications include a record of scholarship (publishing) and promise for growth and development within his or her academic discipline. Candidates must have specialized experience directly related to the PD.

AD-0170-03 Reference Historian. Candidates must possess a minimum of an earned bachelor's degree obtained via course work from a regionally accredited institution of higher education in History or a related subject. Other qualifications include a record of scholarship (publishing) and promise for growth and development within his or her academic discipline. Candidates must have specialized experience directly related to the PD.

6. Appointment Process Chain of Authority

President, MCU. Per reference (f), President, MCU, with the support of Human Resources Organizational Management Quantico (HROMQ), is responsible for managing all civilian Title 10 personnel and positions. Management includes: classification authority, recruitment, panel interviews, selection, promotion, dismissal, termination of appointment, awards, contract renewals, longevity increases, and updates to the Title 10 regulations in addition to other responsibilities commonly associated with management.

Vice President for Academic Affairs (VPAA). The VPAA exercises oversight and management of processes related to Title 10 faculty to include: verifying credentials, promotions, and faculty titles for the President, MCU in accordance with the federal regulations.

Vice President for Business Affairs (VPBA). The VPBA exercises oversight and management of the Title 10 hiring and manpower processes, in accordance with federal regulations. VPBA and the Chief of Staff may serve as classification authority after receiving training and with oversight from Human Resources and Organizational Management Quantico (HROMQ).

7. Hiring Process

All offers of employment will originate from HROMQ. Recruitment efforts shall ensure basic credentials and competencies sought for the particular position are identified, as well as the requirement to obtain and maintain 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).

Vacancy Announcement. Various methods and venues are used to place vacancy announcements. Methods can include, but are not limited to: USAJobs, Chronicle of Higher Education, H-Net, and circulation of solicitations of interest through professional networks. VPBA will assist with the preparation and dissemination of vacancy announcements, with particular attention to soliciting a diverse applicant pool. For vacancies to be announced through USAJobs, the MCU Civilian Manpower Office will submit the hiring action request to HROMQ for action within five business days of a Director submitting a vacancy announcement to the Civilian Manpower Office. If relocation and/or recruitment incentives will be authorized, they should be included in the vacancy announcement.

Resumes/Curriculum Vitae. Resumes should be kept on file for a period of two years for potential consideration should the need arise to fill an immediate Title 10 vacancy. Entire recruitment case file (solicitation, resumes, assessment, interview notes, etc.) must be maintained by the school or section for two years – date selectee comes onboard or from date recruitment canceled, which is a Federal recordkeeping requirement. Resumes contain personally identifiable information (PII), therefore care must be taken when keeping files and sharing of resumes with only those with need to know.

Screening and Interview Panel. VPs, Directors, or Deans will appoint a screening and interview panel. The panel is usually composed of three to five civilian and/or military members. At least one member of the panel must be from a different Director's college, school, or directorate. In addition, at least three of the members must hold the same academic degree level or higher as the position to be filled. Prior to reviewing resumes, the panel will develop assessment criteria. 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 Authorizations and travel arrangements for interviewees may be initiated by the school or directorate in coordination with and authorization from VPBA. Prior to interviews, the panel will develop interview questions. The questions must be reviewed

by HROMQ Employee Management Advisory Services to ensure EEOC guidelines and other applicable laws, regulations, and policies are not violated. The panel will conduct interviews either in person, via video teleconference, or telephonically and make prioritized hiring recommendations to the Director or VP. The Director or VP may choose to interview the candidates as well or to base his or her recommendation to hire on the hiring panel's recommendations. For Professors of Practice, VPAA will form a board to review the candidate's record (e.g., curriculum vitae and/or resume). The board will represent the schools across MCU and typically be comprised of the Deans of MCWAR, SAW, CSC, the College of Distance Education and Training, and Enlisted College and the Chief Academic Officer at EWS. The President, MCU will determine the screening and interview process for hiring VPs and Directors.

Hiring Recommendation. The hiring Director or VP will submit the candidate recommendation to the Civilian Manpower Office for processing. The package will include: the candidate recommendations, which identifies the selected candidate and any alternate selections (in priority order), justification (i.e., candidates qualifications based on assessed criteria), 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 Director of Financial Management to determine the recommended salary, rank, and length of term to be offered to the candidate. Once those determinations are made, the Civilian Manpower Office 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.

Job Offers/Completion of Hiring Process. Within three business days of approval by the President, VPBA will initiate the job offer and completion of the hiring process with HROMQ. The Civilian Manpower Office will coordinate with the hiring Director or VP to ensure all necessary paperwork is completed to forward to HROMQ within three business days. Only HROMQ is authorized to make an informal or formal job offer to any candidate and to discuss salary and other incentives. 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 complete all pre-employment processes and coordinate the entrance on duty 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.

8. 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 periods are not available for MCU Title 10 faculty positions. Initial appointments are set for a specific term, normally three years. Successive appointments are normally three years, however, may be up to six years based on performance and approval of President, MCU. Successive appointments can also be for periods less than three years. The employee must continue to meet all qualification and eligibility requirements of position. 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 two years of all initial appointments is a trial or probationary period. Throughout the probationary period, 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. If at any time it is determined the employee should not complete their initial or successive appointment, the supervisor will immediately consult with HROMQ.

Transitions within the university, such as from one school to another, may involve a new hiring action and a new appointment process rather than a continuation of the existing appointment.

Successive Appointments Policy and Process

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 six years. Based upon the needs of the University, the President may authorize appointments or reappointments for periods of time less than one year.

The Civilian Manpower Office will monitor all Title 10 reappointment schedules and notify the appropriate VP or Director of pending reappointments. After the two year trial period, not earlier than twelve months and not later than eight months prior to the expiration of an appointment, the Civilian Manpower Office will notify the school Director to prepare a memorandum recommending either reappointment or appointment termination for the Title 10 faculty member. Not later than seven months prior to the expiration of an appointment, directors will submit their recommendations via VPAA (for teaching faculty) and VPBA (for all Title 10 personnel) to the President.

The memorandum must contain recommendations for length of term (not to exceed six years) and changes to duties. 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, VPBA and VPAA provide their recommendations to the President, MCU for approval. The Civilian Manpower Office 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. The Civilian Manpower Office will submit a request for personnel action to HROMQ within 30 days of expiration of the current appointment.

9. Termination/Non-Renewals/Resignation/Discipline

Reasons for Termination

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 positions. Directors or VPs will provide recommendations for elimination of Title 10 positions via VPAA and VPBA to the President. The President is the ultimate approval authority for eliminating Title 10 positions.

Loss of Security Clearance. Any Title 10 employee 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.

Separation for Cause. MCU may separate a Title 10 employee 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. Directors or VPs must coordinate with HROMQ and the Quantico Area Counsel Office to discuss disciplinary options. Separations will be effected in accordance with the applicable Civil Service, Department of Defense, and Navy regulations and coordinated through HROMQ.

Non-Renewal of Contract

Needs of MCU. A lack of Federal funds; change in mission, curriculum, workload, organization; or other compelling reason may require that a Title 10 employee not be reappointed. MCU will make a reasonable effort to provide a minimum of a 60 days notice to the affected Title 10 employee. 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.

Recommendation of VP/Director. If the VP/Director, in consultation with the supervisor responsible for the faculty member's rating of performance (in the case of MCWAR, SAW, CSC

it is the Dean), determines the contract of the Title 10 employee should not be renewed, the VP/Director will forward recommendations for non-reappointment to the President via VPAA and VPBA. For teaching faculty, VPAA will form a board consisting of the academic deans and a faculty representative of equal or higher rank to review the case and provide a recommendation to the President, MCU. For research faculty, VPAA will form a board consisting of two research faculty members of equal or higher rank to review the case and provide a recommendation to the President, MCU. For administrative faculty, VPAA or VPBA will form a board consisting of two administrative faculty members of organizationally equal or higher rank to review the case and provide a recommendation to the President, MCU. The President, after considering recommendations and consulting with HROMQ, will determine whether appointments of Title 10 employees are renewed. If the appointment is not renewed, the Director/VP will make a reasonable effort to provide advance written notice of the decision to the affected Title 10 employee Notification of termination/non-reappointment of contract. If the President determines that the employment of the Title 10 employee should be terminated or the contract should not be renewed, an HROMQ representative will assist in the preparation of the termination notice, along with written notification from the Director/VP in accordance with the following schedule:

Termination/Non-Reappointment during or at the end of the Trial Period. If the appointment is to be terminated during or at the end of the first two appointment years, notice is given *de facto* when the contract is issued. In the absence of an extension, the appointment, and thus the Title 10 employee's employment, will end on the NTE date for their appointment.

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 normally will be given at least 60 days in advance.

Termination/Non-Reappointment during or at the End of the Third Year. Normally, notice will be given six months in advance.

Resignation/Retirement. A Title 10 employee is requested 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 employee 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 employees is a basis for immediate disciplinary action. Appeals of disciplinary actions, unless otherwise prescribed in this regulation, 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.

10. 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 employee shall be assigned to a step upon initial appointment. That step corresponds to a salary on the Department of the Navy Faculty Schedule for the locality area of Washington-Baltimore-Arlington, DC-MD-VA-WV-PA. 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.

11. Pay Adjustments

There are four types of pay adjustments for Title 10 employees: general federal wage adjustments, merit adjustments (equivalent to GS Quality Step Increases (QSI)), adjustments in connection with promotions in rank, and longevity step increases (equivalent to GS within-grade increases (WIGI)).

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 employees will be adjusted. No action on the part of the Title 10 employee or the chain of command is required.

Merit Adjustments. Merit adjustments are competitive and are handled through the Performance Awards Review Board (PARB) QSI process. The board will forward merit increase recommendations to President, MCU for approval. The number of merit increases is determined by availability of funds. 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).

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Promotion in Rank Adjustments. Promotions to a new academic rank will constitute a new appointment action and will be processed by the Civilian Manpower Office as a change action (change in PD as well as a change in the Schedule of Eligibility). Promotion to a new academic rank may or may not require an adjustment in pay.

Longevity Step Increases Processing. Longevity step increases are based on length of service. Like WIGIs, to be eligible for a longevity step increase, the employee's performance must be at an acceptable level. To meet this requirement, an employee's most recent performance rating of record must be at least "Fully Successful." Unlike WIGIs, longevity step increases are not automatically processed; they require a request for personnel action.

Schedule of Eligibility. Consideration for 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 longevity step increase.

AD-01

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

AD-03

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

AD-05

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

AD-07

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

AD-09

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

Administrative Responsibility. Since merit/longevity step increases are not automatic, they require an administrative action to implement. The Civilian Manpower Office will track eligibility for these increases; at a minimum of 60 days prior to a faculty member's eligibility, the Civilian Manpower Office 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 employee's eligibility date. The VP/Director will notify the faculty member, in writing, of his decision and direct the Civilian Manpower Office to prepare the appropriate personnel action.

12. Performance Appraisals

Review Periods. Title 10 employees are evaluated by their immediate supervisor at a mid-year performance review, as well as at an annual performance review 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 in the Defense Performance Management and Appraisal Program (DPMAP) in sufficient detail to support consideration for performance awards, promotions, and reappointments.

Performance Objectives. MCU follows DoN and USMC DPMAP policies and procedures. Supervisors may establish a ratio of teaching, research/writing (publication), and service in the critical elements to aid in evaluating performance throughout the reporting period. Ratios will vary depending on the individual but should be based on the ratios found in the faculty member's position description.

13. Promotions

Criteria for Teaching Faculty Reappointment and Promotions

There is a five year experience requirement in grade that must be met in order to be considered for promotion. Additionally, the PD must support an academic promotion.

TITLE 10 PERSONNEL MANAGEMENT

Reappointment/Promotion is based on teaching, research/writing (publication), and service.

Since teaching is the primary responsibility of teaching 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.

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. Promotion must be earned and not simply the result of time in service.

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 University 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, serving on journal editorial boards, chairing or participating in conference panels, support to US military and foreign military units in the field, concept and capability development, advising organizations in the national security community, work with the Joint Staff, etc.).

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.

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 AD-03 (Assistant Professor) can be considered for the rank of AD-05 (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 AD-07 (Professor).

14. Promotion Process and Procedures

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. Individual Title 10 faculty members draft an application letter addressed to the President, MCU via their Director, the Civilian Manpower Office, VPAA, and VPBA. The application letter should be accompanied by a portfolio of teaching, research/writing, and service accomplishments. Promotion packages will be reviewed by a promotion committee coordinated by the Civilian Manpower Office and chaired by VPAA or designee, which will convene as required for the purpose of reviewing applications and providing promotion recommendations to the President, MCU. At least one member of the committee will be from a program other than the applicant.

Evaluation for promotion is accomplished by a committee comprising (at a minimum) the director of the college, school, or other University organization, the dean or equivalent, and an outside evaluator (from within MCU or off-campus). Evaluation for promotion is based on the candidate's performance, achievements, contributions, and an interview with the candidate. VPAA is responsible for developing evaluation criteria for teaching faculty. Director, History Division is responsible for developing evaluation criteria for research faculty.

The promotion committee will forward its recommendations to the President via VPAA and VPBA. The committee will also include whether or not a pay adjustment is recommended. A copy of the written recommendation will be made available to the applicant and the applicant has five business days to reclama. Any rejoinder to the recommendation made by the applicant will likewise be forwarded to the President.

The President will notify the successful applicant via the appropriate Director or VP.

A promotion can be effective any time during the year upon approval of the President, MCU. Promotion to a new academic rank constitutes a new appointment action.

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.

15. Professional Development

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, curriculum development, and other responsibilities. In exceptional cases, Title 10 employees who are not full-time teaching faculty supporting degree-granting programs, but who carry a considerable teaching non-research/publication workload may be granted PDO on a case-by-case basis. After five years of continuous service to MCU, Title 10 faculty members are eligible for PDO leave. Title 10 faculty members are eligible five years after completion of the previous PDO. 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 education 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 at full pay or a full year at half pay. 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 or three-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. 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.

Faculty Exchanges and Operational Deployments More than 60 Days in Length. A faculty exchange for more than 60 days, self-initiated by the employee, and fitting the description in the PDO section as an opportunity for faculty development, must meet all of the criteria in that paragraph. Faculty exchanges are subject to President, MCU approval. An operational deployment or other form of detailed service within the U.S. Government for more than 60 days, initiated by an outside request for a faculty exchange associated with a bi- or multi-lateral Memorandum of Agreement or the operational request of a combatant commander or request from a U.S. Government agency or department, may be approved at any time within an

employee's period of employment. These exchanges or deployments may occur in response to a demand for the specific skill or knowledge set of the selected faculty member rather than their desire for a faculty development opportunity; therefore, need not meet all of the criteria of a PDO.

PDO Pay and Benefits and Joint Ethics Regulation. A Title 10 employee on a full-time paid sabbatical remains an employee of the Department of Defense and MCU and continues to receive salary and benefits and remains subject to the Joint Ethics Regulation. The Title 10 employee may not undertake full-time compensatory employment outside the University. Title 10 employees on paid PDO leave remain subject to all statutes and regulations that govern their conduct if on annual leave.

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.

16. Faculty Benefits

General Benefit Package for all Federal Employees. Title 10 employees are entitled to leave, retirement, health insurance, life insurance benefits, and incentive awards on the same basis as other Federal employees. Title 10 employees may obtain information about all of their entitlements for Federal benefits by calling the DON Employee Benefits Line 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 without a break in service will retain all benefits previously accrued. The Civilian Manpower Office will direct Title 10 employee inquiries to the HROMQ.

17. Outside Employment

The Standards of Ethical Conduct for Employees of the Executive Branch pertain to outside employment.

Generally, employees may work a second job (moonlight). Ethics Rules provide, however, that Federal employees shall have no outside employment or activities that conflict with their official duties. The following principles apply in determining whether there is a conflict:

Employees cannot accept an outside job that creates a conflict of interest. In general terms, this means employees may not work for an outside employer on a matter they work on at MCU. For

example, professors may teach at other institutions, but they may not work for a government contractor providing services to MCU.

Employees must also avoid the appearance of impropriety. In most cases, this means employees should not work on any outside project that could involve the Department of the Navy or the United States Marine Corps.

Federal employees are prohibited from representing a third party to the Federal government and must not accept fees or a bonus for any such representation. For example, Federal employees may not work for a company seeking to sell goods or services to the U.S. Government.

Other Ethics Rules also apply once a second job is obtained. For example, employees may not release non-public information regarding their duties or any work at MCU to an outside employer or its employees. Federal employees are also prohibited from using government resources, including duty hours, for outside employment. Employees must not use a government phone, fax machine, or computer to make appointments for an outside job during duty hours.

All employees are highly encouraged to discuss their outside employment aspirations with the MCU Staff Judge Advocate or the Quantico Area Counsel Office prior to engaging in outside employment. All employees must discuss outside employment with their supervisor to ensure there is no question regarding conflict of interests. Employees who are Office of Government Ethics (OGE) 450 filers must obtain specific authorization for any outside employment.