

**STUDENT HANDBOOK**

for

**The Robert E. Webber  
Institute for Worship Studies**



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## TABLE OF CONTENTS

<b>INTRODUCTION .....</b>	<b>(p.5)</b>
➤ <b>A Message from the President</b>	
➤ <b>Mission Statement</b>	
➤ <b>Vision Statement</b>	
➤ <b>Statement of Faith</b>	
➤ <b>Core Values</b>	
➤ <b>Accreditation Status</b>	
➤ <b>Nature of this Handbook</b>	
<b>STUDENT LIFE .....</b>	<b>(p.7)</b>
➤ <b>Community and the Role of the Students in Governance</b>	
○ Community Meals	
➤ <b>Daily Schedule</b>	
○ Sundays	
○ Sundays in June only	
➤ <b>Location</b>	
➤ <b>Facilities</b>	
○ Campus	
○ Classrooms	
○ Worship Space	
○ Housing	
○ Dining	
○ Bookstore	
○ Internet	
○ Parking	
○ Security	
➤ <b>Transportation</b>	
➤ <b>Other Information</b>	
○ Student ID	
○ Dress Code	
<b>STUDENT FORMATION.....</b>	<b>(p.11)</b>
➤ <b>Spiritual Values and Spiritual Formation</b>	
➤ <b>Student Goals</b>	
<b>ADMINISTRATIVE SERVICES .....</b>	<b>(p.12)</b>
➤ <b>President</b>	
➤ <b>Academic Dean</b>	
➤ <b>Chaplain</b>	
➤ <b>Director of Admissions</b>	
➤ <b>Registrar</b>	
➤ <b>Director of Technical Services/Webmaster</b>	
➤ <b>Coordinator of Information Technology</b>	
➤ <b>Vice President of Finance and Administration</b>	
➤ <b>Director of Student Services</b>	

**SCHOOL POLICIES.....(p.14)**

- **Student Disability Policy**
- **Nondiscrimination Policy**
- **Technology Services Policies**
- **Online Course Policies and Grievance Process**

**OTHER STUDENT SERVICES.....(p.20)**

- **Registrar's Services and Procedures**
  - Policy Concerning the Confidentiality of Student Educational Records
  - Retention of Records
- **Student Advising and Mentoring**
  - Advising Guidelines
  - Mentoring Guidelines
- **Review and Assessment**
- **Alumni Association**

**FINANCIAL INFORMATION .....(p.22)**

- **Financial Services**
- **Tuition Rates and Fees**
- **Payment of Accounts**
- **Refunds**
- **Financial Aid**
- **Named Scholarships**
- **Meals**
- **Late Payments**

**ACADEMIC INFORMATION .....(p.24)**

- **Educational Philosophy**
- **Program Outcomes for the DWS and MWS Programs**
  - MWS Program
  - DWS Program
- **Master of Worship Studies Requirements**
- **Doctor of Worship Studies Requirements**
- **Regular Schedule and Extended Schedule**
- **Matriculating through IWS**
- **Graduation Requirements**
- **Academic Policies and Procedures**
  - Faculty Responsibilities
  - Student Responsibilities
  - Update of Personal Profile
  - Transfer of Credit and Cooperative Educational Agreements
  - Non-Credentialed Students
  - Textbooks
  - Class Attendance
  - Pre-course Work
  - Writing Style

- Use of English
- Withdrawal from Courses
- Extensions and Incomplete Course Work
- Additional Policies for Online Courses
- Failing a Course and Retaking a Course
- Grading System and Academic Probation
- Grade Appeal Policy
- Intra-Program and End-of-Program Assessments
- Leave of Absence
- Thesis Continuation
- Total Matriculation Time
- Certificate Holders Finishing a Degree
- Technological Resources Available
- **Library and Other Learning Resources**

**STANDARDS OF CONDUCT.....(p.40)**

- **General**
- **Academic Honesty**
  - Plagiarism
- **Statement on Ethical and Moral Conduct**
- **Correction/Discipline, Mediation, and Grievance Procedures**
  - Correction/Discipline
  - Mediation
  - Grievance

## **INTRODUCTION**

### **➤ A Message from the President**

Our founder Bob Webber posited, “Worship is the key to the renewal of the church.”

The Robert E. Webber Institute for Worship Studies is the only school in North America dedicated to graduate education in worship. Our mission is to form leaders in worship renewal. Pastors, music ministers, worship leaders and teachers from over 40 denominations have enrolled in our degree granting programs that are academically sound and highly applicable. Each course is based on the conviction that authentic worship is rooted in the biblical narrative, draws from the rich treasures of Christian history, and is committed to glorifying God in the postmodern context. IWS combines the best of distance education with on-campus classes through which we focus on building an intentional learning community. The result is an applicable and stimulating graduate education.

The church in the beginning of the twenty-first century has demonstrated a significant need for servant leaders who are willing to be used by the Lord as catalysts for worship renewal in their local congregations, schools and communities. Essential to these emerging leaders is the understanding that renewal happens most effectively in the framework of ongoing community formation. IWS has been uniquely established to develop such leaders and to help them connect their studies and their on-campus experiences to their own places of ministry. Our alumni, students and faculty are truly impacting the church through invigorated worship practices and education rooted in solid biblical, theological and historical reflection.

At IWS, we feel that it is our responsibility to facilitate the creation of an academic community which enables our students to acquire a practical, applicable education of the highest quality. Consequently, we seek to serve the students, faculty, and staff by engendering a strong communal ethos. This process of community development is energized and reinforced through worshiping, studying, eating, fellowshiping, and ministering together during our on-campus sessions. During the year interaction is maintained via the website message boards, e-mails, and even phone calls and regional fellowship groups. Through the employment of an overall philosophy of servant leadership, we want to help make the student’s educational experience as satisfying and pleasant as possible so that the maximum benefit may be received through study, practicums, and fellowship between students and faculty. Our priority is to provide our students with the communal context in which they may have an enriching, stimulating, practical and impacting academic experience.

### **➤ Mission Statement**

The Robert E. Webber Institute for Worship Studies (IWS) forms servant leaders in Christian worship renewal and education through graduate academic praxis, grounded in biblical, historical, theological, cultural and missiological reflection in community.

➤ **Vision Statement**

IWS graduates will be academically and spiritually formed servant leaders who participate intentionally in the story of the Triune God, fostering renewal in the local and global church by shaping life and ministry according to the fullness of that story.

➤ **Statement of Faith**

The Institute for Worship Studies, its trustees, administration and faculty confess the historic Christian faith. We affirm the centrality of Jesus Christ and the authority of Scripture as interpreted through the Church in all matters of faith and practice. Thus, we confess with the Church the summary of faith handed down throughout history and broadly affirmed by Christians across the world:

**The Apostles' Creed**

I believe in God the Father almighty,  
Maker of heaven and earth.

I believe in Jesus Christ, his only Son, our Lord.  
He was conceived by the power of the Holy Spirit,  
born of the virgin Mary,  
suffered under Pontius Pilate,  
was crucified, died, and buried.  
He descended into hell.  
On the third day, he rose again from the dead.  
He ascended into heaven, and is seated at the right hand of the Father.  
He will come again to judge the living and the dead.

I believe in the Holy Spirit,  
the holy catholic Church,  
the communion of saints,  
the forgiveness of sins,  
the resurrection of the body,  
and the life everlasting. Amen.

➤ **Core Values**

IWS serves God's action in history to express his lordship over all creation through worship situated in the Divine Narrative.

1. IWS is evangelical in nature and ecumenical in outlook, embracing and serving the whole church in its many expressions and variations of the Christian faith, particularly articulated by the consensus of the ancient Church and its guardians in the traditions of Eastern Orthodoxy, Roman Catholicism, the Protestant Reformation and the Evangelical awakenings and heritage.
2. IWS emphasizes God's story of creation, incarnation and recreation through which God brings the entire cosmos under the reign of Christ, and the rehearsal of that story in Christian worship.

3. IWS draws on the classical interpretation of Scripture as contained in the Old and New Testaments, affirmed by the Apostles' Creed, the Nicene Creed, and the Council of Chalcedon, together with the affirmation of an evangelical grounding and ecumenical and multicultural outreach.
4. IWS offers an ongoing critical appraisal of Christian worship, with an open mind and heart to an authentic faith and practice in the twenty-first century.
5. IWS intentionally remains a self-sacrificing, simple school of students involved in an intense spiritual interaction with each other, not unnecessarily encumbered by building ownership, big budgets and a large full-time staff.
6. IWS "teaches those who teach," continuing to raise up leaders around the world whose ministries are grounded in intentional biblical, historical, theological, cultural, and missiological reflection.
7. IWS pursues its vision through an educational methodology that combines an on-campus experience of academic learning and spiritual community, distance learning components and up-to-date technology.

➤ **Accreditation Status**

The Robert E. Webber Institute for Worship Studies is accredited by the Commission on Accrediting of The Association of Theological Schools ([www.ats.edu](http://www.ats.edu)) and is approved to offer the following degrees: Master of Worship Studies and Doctor of Worship Studies. In addition, IWS is approved for comprehensive distance education.

The Robert E. Webber Institute for Worship Studies (IWS) is accredited by the Commission on Accreditation of the Association for Biblical Higher Education, 5850 T.G. Lee Blvd Suite 130, Orlando, Florida 32822, (407) 207-0808, ([www.abhe.org](http://www.abhe.org)).

➤ **Nature of this Handbook**

This Student Handbook is a guide to matters impacting student life at IWS; it is not a contract or the offer of a contract. Therefore, IWS reserves the right to make any changes to the handbook, including changes to policies, without prior notice. The most recent information may be found on our website: [www.iws.edu](http://www.iws.edu)



## **STUDENT LIFE**

➤ **Community and the Role of the Students in Governance**

Believing that the triune God is in the business of creating community, IWS strongly promotes community involvement for all of its constituencies. This is best exemplified during the one-week on-campus intensives, when students, faculty and administrators study together, worship together, eat together, fellowship extensively and experience community based on honest and open relationships. In addition, they interact on the IWS message boards and through

emails. In fact, the on-campus experience is intentionally quasi-monastic to create a strong sense of community among all the participants.

To enrich these relationships, participants include men and women, young and not so young, and the broad diversity of ethnic groups represented in the institute.

Organizationally, IWS students have not yet formed a student association.

- Community Meals. All meals during our intensive weeks are eaten together in the fellowship hall on campus for the purpose of building a strong sense of community.

Eating together is one of the most important things we do to establish and express community. Eating is one of the contexts for establishing relationships and transforming casual relationships into deep lifelong commitments.

There is no stratification in our seating arrangement for eating. Sometimes a student will eat with a particular faculty member, but mostly students and faculty members sit down at the nearest table to talk and to get better acquainted with persons from different classes.

Great conversations develop around the tables: conversations about faith, ministry in the academy and ministry in the church. Sometimes discouraged hearts are lifted; other times a word of wisdom and direction is heard. But most of all, deep bonds are established and wounds are healed as people talk through ministry issues and learn from each other. Ministries are empowered. Lifelong relationships are made. Fellowship and even fun are experienced by all.

➤ **Daily Schedule**

<b>7:30</b>	Breakfast
<b>8:30</b>	Morning worship
<b>9:00</b>	Morning class sessions
<b>12:15</b>	Lunch
<b>1:15</b>	Afternoon class sessions
<b>4:15</b>	Free time
<b>5:30</b>	Supper/dinner
<b>6:30</b>	Practicum or lecture with discussion
<b>8:00</b>	End of day

Each on-campus school session begins with an orientation for new students and a presidential address. Each session also has an Opening Convocation; this is a worship service and includes a celebration of the Lord's Table. A reception usually follows the Opening Convocation.



- Sundays  
There are no scheduled IWS Sunday morning worship services. A suggested list of other area churches can be found on Populi. Students are encouraged to attend a church in a tradition different from their own.
- Sundays in June only  
  - TBA** Commencement rehearsal
  - TBA** Choir rehearsal
  - 6:00** Commencement

➤ **Location**

Jacksonville is situated on the St. Johns River in the historic First Coast region of Northeast Florida. The Jacksonville metropolitan area's proximity to area lakes, beaches, world-class golf courses and other outdoor attractions have made this community a popular locale for both residents and visitors. Nearby historic attractions include St. Augustine (the nation's oldest city), Ft. Caroline National Monument (settled by the French Huguenots in 1564), Kingsley Plantation (Ft. George Island, built in 1792) and the Golden Isles of Georgia (Cumberland Island, Jekyll Island, and St. Simons Island).

Jacksonville is just a few miles from the majestic Atlantic Ocean. The semi-tropical, sun-kissed climate enjoys seasonal fluctuations but remains relatively temperate year-round.

➤ **Facilities**

- The IWS campus is housed on the campus of Hendricks Avenue Baptist Church (HAB). The church is located at 4001 Hendricks Ave., Jacksonville, FL. HAB has a large, beautiful campus with a new sanctuary that is only ten years old. It is situated just a few blocks from the picturesque St. Johns River in San Marco, an historic part of Jacksonville located just south of downtown. Particular outreach emphases of the church include fine arts, sports, special needs children and adults, and counseling. Additionally, three immigrant congregations hold weekly worship services at HAB.
- Classrooms. Classes are convened in various classrooms around the HAB campus.
- Worship space. Morning chapel services, evening worship practica, opening convocations, graduations, presidential addresses, and other activities as needed are held in the elegant main church building.
- Housing. Current housing information may be found in the Student Life section of the website at <https://iws.edu/student-life/intensives/housing/>. Students and faculty have two primary options for housing while on campus: 1) They may choose to stay at hotels at which IWS has reserved

blocks of rooms (some at reduced rates), or 2) in the homes of church members who have offered to host students (limited number available).

Students are not limited to the options listed at <https://iws.edu/student-life/intensives/housing/>. They may choose a different hotel if they so wish, although we strongly encourage students to check online reviews before booking a different hotel. Students are responsible for making their own reservations and paying their hotel bills. Some students elect to share a hotel room with another student and thereby reduce their hotel costs.

For those who choose to stay with a family, members of area churches have offered to host students in their homes. A limited number of home-stays will be available during each session on a first come, first served basis. Students wanting to take advantage of this opportunity must fill out the form at <https://iws.edu/student-life/intensives/housing/> by the deadline. Home stays are free of charge, however transportation to and from campus is the responsibility of the student.

- Dining. HAB's fellowship hall serves as the dining hall (see "Community Meals"). There are also a number of grocery stores, shops, and restaurants nearby.
- On-campus Store. At the on-campus store, many of the books written by the IWS faculty are available as well as a limited selection of other titles. Also available is an assortment of products such as shirts, hats, and mugs. Please note: the on-campus store does **not** carry required textbooks for IWS courses. For course textbooks, please utilize the online bookstore at <http://iws.christianbook.com>, or search your preferred online book vendor.
- Internet. Wireless internet service is available at most locations on campus.
- Parking is addressed in the Session Information Bulletin (posted on Populi) and the Welcome Packet that is distributed upon arriving on campus.
- Security. IWS has a comprehensive liability insurance policy to protect all personnel in the event of harm or loss while on campus. Without the presence of any security personnel, students should use common sense, wisdom and discernment in regards to personal safety, especially at night. Any suspicious activity that is observed should be reported immediately to an IWS staff member.

### ➤ **Transportation**

Students are responsible to provide their own daily transportation to and from campus. Students who do not have a car available will need to make their own

arrangements to carpool with other students or to use ride sharing services such as Uber or Lyft.

For international students, IWS does offer transportation to and from the airport at certain hours of the day. Please read <https://iws.edu/student-life/intensives/housing/> for more information about when international students may request an airport ride. Requests should be sent to [office@iws.edu](mailto:office@iws.edu).

➤ **Other Information**

- Student ID. All students are issued an IWS student ID which may be presented in establishments which offer student discounts on products and services, and at any libraries that may require proof of student status for check-out privileges.
- Dress Code. There is no dress code for the on-campus weeks. Florida is hot and humid in June and cool (sometimes even cold) in January, so students should dress accordingly. All of our buildings are well air-conditioned in the summer and heated in the winter. We recommend all students check the weather report for ZIP code 32207 prior to travel.



## **STUDENT FORMATION**

➤ **Spiritual Values and Spiritual Formation**

While the Institute for Worship Studies is an academic community rather than a church, it is founded upon and guided by deeply held spiritual values. In pursuit of these the Institute has, since its inception, started each class-day with a morning chapel worship service and has included a chaplain on its staff.

Morning chapel is based on the traditional threefold monastic model, in that it consists of the components of sung praises, ministry of the word and corporate prayers. The service is liturgical, in that it has a “dependable” structure, including brief memorized verbal exchanges and prayers. It is evangelical, by virtue of the daily proclamation of the Gospel via the public reading of the scripture, the Chaplain’s morning devotional talk and the concluding community acclamation, “Christ has died; Christ is risen; Christ will come again.” And the service is ecumenical, in that it seeks to be non-exclusionary by welcoming and honoring the various denominational traditions of students, faculty and staff. Finally, and perhaps most importantly, the form and content of the service seeks to be both intentionally Trinitarian and Christocentric.

➤ **Student Goals**

1. IWS students intend to become further formed as servant leaders in Christian worship renewal and education, in the various areas of IWS’s Mission Statement and resulting in measurable, satisfactory results.
2. IWS students will focus on God’s story of creation, incarnation and

recreation through which God brings the entire cosmos under the reign of Christ.

3. IWS students will draw on the classical interpretation of Scripture as affirmed in the Old and New Testaments, affirmed by the Apostles' Creed, the Nicene Creed, and the Council of Chalcedon, together with the affirmation of an evangelical grounding and ecumenical outreach.
4. IWS students will participate in an ongoing critical appraisal of Christian worship, with an open mind and heart to an authentic faith and practice in the twenty-first century.
5. IWS students intend to foster a highly relational community, committed to contextual learning and cultivating continual and intense interaction with each other.
6. IWS students intend to nurture each other, assisting in raising up leaders around the world whose ministries are grounded in intentional theological reflection.
7. IWS students intend to pursue IWS's vision through an educational methodology that combines an on-campus experience of academic learning and spiritual community, distance learning components and up-to-date technology.



## **ADMINISTRATIVE SERVICES**

### **➤ President**

The President is responsible for overseeing the day to day operation of IWS including, but not limited to, supervising the offices of Director of Admissions, Registrar, Director of Technical Services/Webmaster, VP of Finance and Administration, Director of Development, Director of Student Services and Alumni Director. He/she is responsible for the implementation and/or facilitation of all policies and procedures in these areas as directed by the governing Board of IWS. In addition, he/she serves as the liaison between IWS and the host church and local community.

### **➤ Academic Dean**

The Academic Dean is the Dean of the Faculty and Chief Academic Officer. He/she provides leadership in all aspects of academic programs, policies and procedures; the academic budget; and all other academically related functions and services. He/she oversees all academically related personnel, including the library staff, and reports to the President.

### **➤ Chaplain**

The Chaplain serves as a pastor in the “virtual community” of the IWS, with primary responsibilities for planning and leading each day's morning chapel worship service, giving the morning devotional talk, being an available “pastoral presence” on campus while IWS is in session and being available as a pastoral resource to the community (via e-mail, telephone etc.) during the

interims between sessions. He/she also offers the community a confidential place to go with pastoral concerns, be they professional, moral, marital, or emotional. He/she serves as a prayer-partner and a networking resource if counseling or other support is appropriate, along with accountability through personal follow-up. He/she reports to the President.

➤ **Director of Admissions**

The Director of Admissions assists in recruitment and is responsible for the application and admission of new students. He/she takes the lead in processing application forms and is a voting member of the Admissions Committee. The Entrance Requirements for MWS are set forth on page 34 of the Academic Catalog and Entrance Requirements for DWS are set forth on page 30. Admission procedures are presented on the same pages. These requirements and procedures are also presented on the IWS website.

➤ **Registrar**

The Registrar generates and services reliable academic records for all students and alumni/ae, in keeping with standards set by ABHE, ATS, and other regulatory bodies. In addition, he/she assists in evaluating academic credentials for admissions; registers students each term; generates class lists; helps implement academic policies and procedures in concert with the faculty; keeps students informed of their academic progress or lack thereof; issues academic transcripts; and helps to ensure that the academic information in the Academic Catalog is current and accurate. The Registrar is the person to contact for information about these matters. He/she may be contacted in person during the on-campus sessions and at registrar@iws.edu during the rest of the year.

➤ **Director of Technical Services/Webmaster**

The Director of Technical Services is the person to contact in regard to issues pertaining to the IWS website, Canvas, Populi, other databases (including changes of address, e-mail or other contact information, and access to matriculation status) and matters related to improving the use of technology in distance education. He/she is available at webmaster@iws.edu.

➤ **Coordinator of Information Technology**

The Coordinator of Information Technology is in charge of all matters related to on-campus technology, including hardware, software and internet access. The Coordinator of Information Technology reports to the Director of Technical Services.

➤ **Vice President of Finance and Administration**

The VP of Finance and Administration processes, classifies and records numerical information to maintain complete financial records for the school, and uses these records to produce financial statements. He/she also processes and distributes all student invoices, notifying students of due dates as well as of any issues pertaining to their financial account. He/she is available at controller@iws.edu.

➤ **Director of Student Services**

The Director of Student Services is the person to contact regarding matters of on-campus session logistics including accommodations, transportation, meal service, campus scheduling, the on-campus Store, commencement details and student IDs. He/she is available at [office@iws.edu](mailto:office@iws.edu).



## **SCHOOL POLICIES**

➤ **Student Disability Policy**

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination against individuals with disabilities, and provides equal access to educational opportunities for qualified students with physical or mental disabilities. Students may self-identify any qualified disability as defined under the ADA for which assistance is needed in carrying out their educational obligations. Individuals with disabilities are defined under the ADA as persons who either have or are regarded as having a record of a physical or mental impairment that substantially limits one or more major life activities. The Institute will make every reasonable effort to accommodate any students needing assistance within the definitions and requirements of the law.

IWS will assure that necessary steps are taken to ensure that no qualified student with a disability is denied the benefits of student status, or is otherwise subjected to discrimination while enrolled in IWS.

The Institute for Worship Studies is committed to providing equal access to educational opportunities to qualified students with physical or mental disabilities as intended by section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 ([www.usdoj.gov/crt/ada/adahom1.htm](http://www.usdoj.gov/crt/ada/adahom1.htm)). Since we are hosted by several area churches, IWS is limited in its facilities' accommodations to students with physical disabilities. Nevertheless, IWS is committed to making all necessary and reasonable arrangements for such students.

Being an educational institution, this policy is primarily concerned about learning disabilities. A "person with a disability" is someone with an impairment that substantially limits one or more major life activities; has a record of such an impairment; or is regarded as having such an impairment. A qualified student or applicant with a disability is an individual who, without reasonable accommodation, cannot perform the usual essential functions of a student.

Disabilities may be physical, emotional or behavioral, learning, and intellectual or developmental. While there are many types of disabilities that impact learning, most often they impact spoken language (listening and speaking);

written language (reading, writing and spelling); arithmetic (calculation and mathematical concepts); and reasoning (organization and integration of ideas and thoughts).

However, accommodations must match and mitigate the student's functional limitations. Limitations in learning may be auditory perception and processing, visual perception and processing, information processing speed, abstract reasoning, memory, spoken and written language, planning and time management and the like. Each of these requires different accommodations.

Therefore, a student with a disability must:

- Provide the Registrar with the exact nature of his or her learning limitations (preferably with document verification) when registering for a course.
  - ❖ IWS may require documentation to substantiate a disability. Documentation may include official medical diagnosis, psychological evaluations, etc. If the Institute finds that the documentation is not adequate to support the existence of a disability or that it does not show the disability to be limiting in the work or school environment, additional documentation may be required. The compliance officer is the Registrar. For academic accommodation, contact the Registrar and the Academic Dean. For physical accessibility only, contact the Registrar.
- Indicate how these limitations affect your learning (e.g., from the list above).
- Indicate what kinds of accommodations might be helpful (e.g., special seating, enlarged print, extended deadlines for assignments, taped texts or audiobooks, taped lectures, peer note taker, tutor/mentor, tailored practical assignments, or other accommodations as requested and approved). These must match the disability and alleviate the limitations caused by the disability.
- If the request is approved by the appropriate authority(ies), the student must also inform the faculty member(s) of the course early enough to allow time to negotiate reasonable accommodations before the course begins.

IWS will:

- Review the student's request by the appropriate authority(ies);
- Evaluate the merits of the request, with appropriate resources and consultation, if needed;
- Suggest reasonable accommodation(s), where appropriate;
- Secure approval of the faculty member(s) involved;

- Secure approval of the student;
- Document the evaluation process and reasonable accommodations agreed upon; and
- Follow up with faculty members and the student to assure that the reasonable accommodations were appropriate and effective.

➤ **Nondiscrimination Policy**

The Institute for Worship Studies admits male or female students of any race, color, Christian denomination, age, disability, or national and ethnic origin to all rights, privileges and activities accorded or made available. IWS does not discriminate on the basis of race, color, denomination, sex, age, disability, or national and ethnic origin in its administrative policies, educational policies, admission policies and other educational programs.

➤ **Technology Services Policies**

○ **Overview**

IWS Technical Services serves the Board, Administration, Staff, Faculty, and Students of IWS in carrying out the IWS mission and vision by providing technology resources, training, and support. Technical Services strategically acquires hardware and software for use by various segments of the IWS community, and is responsible for maintaining said hardware and software in working order. Technical Services is also responsible for the IWS webserver (including the IWS website and online learning platform) and for facilitating access to third party Software as a service platforms (for example GSuite, Office365, Populi) to enable the IWS community to carry out their responsibilities.

○ **Confidentiality**

Users with access to confidential information (including students) are not permitted to share or disclose confidential information about IWS or any other person or entity without consent. Users shall not deliberately access confidential information, except as necessary for their authorized roles at the school, even if such information may technically available to the user. Confidential Information includes but is not limited to admissions records, directory information marked private, academic records, discipline records, financial records, proprietary IWS business information (e.g. planning documents, assessment records, advancement data) and human resource/payroll records.

Technical Services may implement human and technological procedures and policies to assist the faculty, staff, and other representatives of IWS in their obligation to ensure personal and/or confidential information is secured against loss, misuse, or unauthorized access, modification, or disclosure.



Technical Services may examine or retain personally identifiable information in order to verify the status of our information systems. When doing so, such information will be accessible only to the Director of Technical Services and others authorized specifically to develop, maintain, or troubleshoot IWS systems. This information will be securely deleted in a platform-appropriate way as soon as it is no longer needed.

Technical Services implements security measures for our networks and equipment to protect the loss, misuse, and alteration of the information under our control. While we make every effort to ensure the integrity and security of our networks and systems, we cannot guarantee that our efforts will prevent others from illegally obtaining this information.

○ **Online Identities**

It is the responsibility of each person issued an electronic account or identity to keep the credentials for that account secure. **Do not share the password to any account. Do not “borrow” an account from another user.** If you require access not available to your account, contact the Director of Technical Services. Sharing identities increases the security risk to the system as a whole, and obscures the audit trail of how data was entered or altered.

○ **Acceptable/Unacceptable Use**

The resources provided by IWS are intended to advance the graduate education it offers and to allow school staff to conduct school business. Technical Services may optimize hardware, software, and networks for those purposes (including restrictions on network bandwidth or storage quotas). Personal and recreational use of these resources is permitted so long as these activities do not comprise the security or performance of IWS systems or otherwise fall under the Unacceptable Use categories below.

**Unacceptable Use**

Examples of behaviors prohibited on the IWS network and IWS computer systems:

- Activity that is illegal according to local, state, federal, international, or other applicable laws
- Activity that violates the biblical moral and ethical standards, or any activity that violates the standards of conduct given in IWS handbooks (as applicable to each individual)
- Engaging in information-gathering techniques (e.g. port scanning or packet sniffing) directed at equipment you do not own
- Modifying or exfiltrating any data to which you have not been given explicit access (e.g. copying files from a network location which has inadvertently been shared without a password)
- Installing software unlawfully obtained or licensed (i.e. “pirated” software or licenses)

- Setting up Wi-Fi service in any location where IWS provides Wi-Fi
  - Circumventing security software or related restrictions
- **Enforcement & Remediation**  
IWS may prevent a user who has violated a Technical Services policy from accessing IWS computer hardware or IWS networks. If IWS technical staff determine that a device may be interfering with the normal operation of our equipment, we may prevent that device from accessing our networks.
  - **Responsible Computing**  
Each user is expected to practice responsible computing. On personal computers which access the IWS network, all users should take adequate measures to prevent infections from viruses and other malware. These measures may include the installation of antivirus/anti-malware software and the use of a firewall. Users of IWS-owned equipment should contact Technical Services concerning any system alerts they receive regarding security software or settings.
  - **Reporting Problems**  
Any malfunctions or other problems should be reported in writing to helpdesk@iws.edu. Urgent matters should **also** be reported by text message or phone call to the Director of Technical Services, the IT Coordinator, and/or other designated staff on-call.
  - **Student Responsibilities**  
Students at IWS are required to own or have regular access to at least one computer capable of accessing course documents, receiving email and other communications from faculty and staff, conducting research, and composing written assignments. Students are responsible for securing internet connectivity for accomplishing these tasks regularly. IWS provides computers in an on-campus student center for use during the session as a matter of convenience; these systems are shared, time on them is limited, and they are not intended for personal use or completing assignments.
  - **Email**  
IWS provides incoming students with an @iws.edu email account. Students are expected to check their messages in that account several times per week, year-round, regardless of their current enrollment status. If students opt for communication at an alternate email address, it is their responsibility to keep the address on file with the school up to date. If an alternate address is requested, students must still plan on regularly checking their school email or forwarding their school email to an account (when email is forwarded, it remains the student's responsibility to keep the forwarding address up to date as well). Alumni may elect to keep their @iws.edu account after graduating, or have email forwarded to a personal account.

- **Media**

IWS may capture audio, video, and photographic media of students on campus and use that media in various productions to promote the school and its mission through various outlets (including: the IWS website, social media platforms, and YouTube). This media capture and production may include student performances at on-campus worship events.

A student who, due to contractual or safety concerns, or for some other reason cannot authorize IWS to publish this media must notify the Director of Technical Services in writing.

- **Helpdesk Services**

IWS Technical Services can provide limited technical support to students while they are on campus and experiencing problems interfering with their learning, research, or assignments. Due to the diversity of computing devices and the limited availability of staff due to tight schedules, we cannot make any guarantees for this kind of helpdesk support. IWS does not provide support for student devices while students are away from campus.

IWS Technical Services provides materials to train students in the use of IWS systems as they relate to the educational experience. IWS Technical Services will likewise provide technical support to students experiencing difficulties accessing or using IWS systems; in the event that Helpdesk personnel determine the issue is (or is likely) related to a student's own system, they will be responsible for finding help outside of the IWS staff. Students experiencing problems with IWS systems (e.g. website, online course modules, email, library access) should report problems in writing to [helpdesk@iws.edu](mailto:helpdesk@iws.edu) or call the IWS office at (904) 729-9957.

- **Online Course Policies and Grievance Process**

- **Mission Statement**

The mission of MWS online courses is to form servant leaders in Christian worship renewal and education by delivering a limited offering of high-quality, fully online graduate courses which serve to enhance existing on-campus programs. The mission is articulated within the larger scope of the IWS degree programs, which focus on graduate academic praxis grounded in biblical, historical, theological, cultural and missiological reflection in community.

- **Student Complaint Process**

The online distance learning has a process for, and will make every attempt to resolve, student complaints within the Institute. If you are unsure about who to contact please see "Correction/Discipline, Mediation, and Grievance Procedures" in the Student Handbook to resolve the issue. If an issue cannot

be resolved at the course level, students have the right to file a complaint with the Office of the Academic Dean.

IWS is required to provide both current and prospective students with contact information for filing complaints with its accrediting body and the appropriate state agency for handling complaints in a student's resident state. IWS is accredited by the Association for Biblical Higher Education (ABHE) to award master and doctoral degrees and certificates. Contact the Commission on Accreditation at 5850 TG Lee Blvd, Suite 130, Orlando, FL 32822, or call 407-207-0808 for questions about the accreditation of IWS. If you need to file a complaint with ABHE, visit <<https://www.abhe.org/wp-content/uploads/2017/08/Complaint-Policy.pdf>>. If you have a complaint about MWS online courses that cannot be resolved through the process listed in the Student Handbook, contact the appropriate authority in your state of residence. Distance Education students not residing in Florida, who have completed the internal institutional grievance process and the applicable state grievance process may appeal non-instructional complaints to the FL-SARA PRDEC Council. For additional information on the complaint process, please visit the FL-SARA Complaint Process page at <<http://www.fldoe.org/sara/complaint-process.stml>>.

Complaint information for each state is available through the contact information provided at the National Council for State Authorization Reciprocity Agreements website <<https://nc-sara.org/directory>>.



## **OTHER STUDENT SERVICES**

### **➤ Registrar's Services and Procedures**

- Policy Concerning the Confidentiality of Student Educational Records  
Because IWS regards student educational records as highly confidential, it is committed to follow The Family Educational Rights and Privacy Act (FERPA), Revised Edition, 1995.
- Retention of Records  
Third party letters of recommendation received for admission purposes are not considered formal student records. Consequently, they are destroyed once a student has matriculated at IWS.

The Registrar maintains the student's other application materials and permanent academic records during and following a student's active status at IWS. Other materials, such as requests for extensions or records of disciplinary action, are destroyed after graduation.

➤ **Student Advising and Mentoring**

○ Advising Guidelines

There is no formal, structured student advising offered at IWS. Faculty members and administrators, however, are generally readily available to students for advising during on-campus class sessions and by electronic means between sessions, especially as related to courses, the thesis project, pastoral concerns and career related decisions. To facilitate the process, students should schedule meetings or electronic exchanges in advance, when possible. If either student or faculty member cannot keep the appointment, he/she should notify the other party with as much lead time as possible. Processing issues with fellow students also holds great potential, because most students are already in some form of ministry.

○ Mentoring Guidelines

Mentoring is an important but informal aspect of the student-faculty, student-student and student-alumni relationships. It is accomplished during each on-campus session through face-to-face interaction in the classroom, between classes, at meals and other gatherings, and between sessions through distance interaction on the message boards, through e-mail and by phone. To facilitate the process, students should schedule meetings or electronic exchanges in advance, when possible. If either student or faculty member cannot keep the appointment, he/she should notify the other party with as much lead time as possible.

➤ **Review and Assessment**

Some measures and procedures to be used for the evaluation of students beyond what occurs in individual courses are as follows: The faculty review and discuss those students about whom there is concern for some reason or have received a course grade lower than a B (3.0). All students who have completed DWS 703 are reviewed by the faculty and must be approved before entering the thesis process. Designated faculty members closely monitor the thesis process. Further, the faculty has adopted procedures for monitoring all students' progress in their programs by utilizing a student portfolio and by conducting occasional surveys of students and recent graduates, involving on-site supervisors in the evaluation process, and surveying student employers for indications of improved student performance during and following their programs.

➤ **Alumni Association**

The IWS Alumni Association exists to celebrate and maintain the unique community established among the students and faculty while on campus. Its aim is to encourage, edify and inspire the alumni. Several key resources work to that end: 1) *Anamnesis*, the IWS Alumni Newsletter is published quarterly to keep the IWS community informed and connected through information on fellow graduates, faculty members and IWS activities; 2) the alumni Web site facilitates communication and ongoing renewal with tools that include directory information, worship resources, and audio files from the most recent sessions; 3) annual post-graduate courses are offered in a seminar setting taught by respected

scholars; and 4) regional alumni gatherings are being established across the United States and beyond where graduates and friends meet for mutual growth and encouragement.



## **FINANCIAL INFORMATION**

### **➤ Financial Services**

Bills are issued by the Controller and all payments should be sent to the Controller by the due date. IWS accepts cash, checks, MasterCard and Visa. The controller may be contacted at [controller@iws.edu](mailto:controller@iws.edu).

### **➤ Tuition Rates and Fees**

To make its programs affordable to all eligible applicants, IWS seeks to keep tuition and fees as low as possible. Currently, tuition for DWS courses is \$450 per credit hour and \$400 per credit hour for MWS. *Rates are subject to change.*

#### **Other fees and expenses include:**

▪ Application fee	\$50.00
▪ Technology/library resources fee	155.00 per term
▪ Delay fee	75.00 per semester
▪ Extension fee	100.00 for one month only
▪ Graduation fee (DWS)	325.00
▪ Graduation fee (MWS/AGCWS)	225.00
▪ Incomplete fee	200.00 for one semester only
▪ Late payments	50.00
▪ Late payments on payment plans	10.00 per month
▪ Meals	220.00 per term
▪ Orientation & Resources fee	50.00 for first term only
▪ Payment plan fee	50.00 (requires approval)
▪ Thesis continuation fee	300.00 per semester beyond the one-year limit
▪ Transcript	5.00 each

### **➤ Payment of Accounts**

Tuition and related fees are due 30 days from the invoice due date. For more information please refer to the website. All international students must pay fees in U.S. dollars. All payments for tuition, meals, extension fees, incomplete fees, continuation fees, and graduation fees should be sent to:

The Institute for Worship Studies  
Attn: Controller  
4001 Hendricks Ave.  
Jacksonville, FL 32207

Payments may also be made online. Students who owe money from the previous course will not be permitted to register or attend classes for the next course until their account is paid in full.

➤ **Refunds**

Reimbursement for courses dropped is as follows:

**MWS Students on Block Tuition Plan**

Prior to the start of the on-campus intensive, tuition is 100% refundable with certain deductions:

- Tuition for online courses (e.g. WR 501, BIB 501) is not refundable after the first seven days of class
- New student deposits are not refundable (but will be credited toward any other deductions)

During the on-campus intensive, 50% of tuition is refundable (minus tuition for any online courses which are not dropped).

After the on-campus intensive concludes, online courses which have not passed the seven-day window may be dropped for a per-credit refund. Tuition for hybrid courses is not refundable after the conclusion of the on-campus session. Fees are not refundable after January 1/June 1.

**All Other Students**

Prior to the start of the on-campus session (or within the first seven days of an online course): tuition is 100% refundable, minus the new student deposit if applicable. A course dropped during the on-campus session is eligible for a 50% refund. Tuition for online courses is not refundable after the first seven days. Fees are not refundable after January 1/June 1.

➤ **Financial Aid**

IWS offers limited financial aid in the form of grants, scholarships, and payment plans. GI Bill benefits are also available for our students who have served in the armed forces and who qualify for these benefits. While tuition assistance benefits are not available at IWS, we do offer a 50% tuition discount for all active duty servicemembers who would otherwise qualify for those benefits.

IWS does not participate in Title IV federal funding at this time, so we will not appear on FAFSA forms and we cannot offer loans or loan deferments. While the Financial Aid Committee works hard to give aid to deserving students who display genuine need, it is exceedingly rare for a student to have all of their tuition expenses covered through IWS.

After a student has submitted an application for admission to either the DWS or MWS degree program **and** received a letter of acceptance from the Admissions Department, the student may then apply for financial aid. Financial aid

applications must be submitted no later than November 20 (for the January session) or May 20 (for the June session). The Financial Aid Committee will then convene to review all applications, and determinations will be made by the end of November/May. Students will be given 10 days to accept or reject their financial aid package.

For further instructions on how to submit a financial aid application, please visit the “Financial Aid” page under the “Students” section of the IWS website.

➤ **Named Scholarships**

If you would like to establish a scholarship in your name, in the name of some other person, or if you know of someone who would like to establish a scholarship, please contact the President at [president@iws.edu](mailto:president@iws.edu).

➤ **Meals**

Meal payments are due 30 days from the invoice date. Since IWS prepares for a set number of people each day, partial meal payments are not allowed. However, in special cases (such as early departing flights) and with adequate advanced notice, arrangements may be made for a meal to be carried out. Payments may also be made online.

➤ **Late Payments**

Students are urged to view the financial obligations of their education from the perspective of responsible Christian stewardship. Therefore, a plan for the payment of these obligations is strongly advised. That plan should evidence a careful balance of faith and financial responsibility and not unfairly burden the Institute or individual members of its community.



## **ACADEMIC INFORMATION**

IWS offers two degree programs, the Doctor of Worship Studies (DWS) and the Master of Worship Studies (MWS). Both deal specifically with worship and “reflect on worship through the disciplines of Scripture, history, theology, communication theory and cultural analysis.” Further details may be found below and in the Institute’s Catalog, which is available on the IWS website ([www.iws.edu/academics/catalog](http://www.iws.edu/academics/catalog)).

➤ **Educational Philosophy**

Every attempt has been made to align our educational goals with our mission statement. These goals reflect the commitment of IWS to an organic understanding of a story-formed approach to the Christian faith. We are committed not only to the unity of all knowledge of God’s story in history but also to all ministry as applied theology. We do not sever ministry from God’s story, but situate it in God’s story through reflection in the biblical, historical, theological, cultural and missiological disciplines. We seek therefore to form all



ministry by the Divine Narrative, not the cultural narrative.

➤ **Program Outcomes for the DWS and MWS Programs**

Because both IWS programs are specifically graduate studies in worship, the institutional program outcomes are in many ways similar, though naturally DWS students are expected to do more work and achieve the outcomes with a higher level of competence. These goals are encapsulated in the following Program Outcomes for the MWS and DWS degree programs.

○ **MWS Program**

**1. Biblical foundations of Christian worship**

*The student will understand, as well as demonstrate the ability to articulate and evaluate, Biblical evidence for worship as participation in the story of the Triune God.*

**2. Historical development of Christian worship**

*The student will understand, as well as demonstrate the ability to articulate and evaluate, the historical development of Christian worship practices and theology.*

**3. Theological reflection on Christian worship**

*The student will understand, as well as demonstrate the ability to articulate and evaluate, the role of theology, philosophy and epistemology in Christian formation.*

**4. Cultural reflection on Christian worship**

*The student will understand, as well as demonstrate the ability to articulate and evaluate, the role of contextualization in engaging God's people in the dialogue of worship.*

**5. Missiological reflection on Christian worship**

*The student will understand, as well as demonstrate the ability to articulate and evaluate, the centrality of God's mission with respect to the Church's worship, including its global dimensions.*

**6. Methodological skills for studies in Christian worship**

*The student will demonstrate the ability to research, evaluate and articulate concepts related to Christian worship, using scholarly materials, as well as apply them to the spiritual life of the believer, with an emphasis upon the planning of corporate worship.*

**7. Ministerial skills in Christian worship**

*The student will demonstrate the ability to integrate and evaluate MWS course objectives within a local ministry context through specific, intentional and strategically supervised efforts.*

○ **DWS Program**

**1. Biblical foundations of Christian worship**

*The student will understand, as well as demonstrate the ability to articulate and evaluate, worship rooted in and declaring the story of the Triune God as expressed in the Scriptures.*

**2. Historical development of Christian worship**

*The student will understand, as well as demonstrate the ability to*

*articulate and evaluate, major trajectories in the practice of Christian worship through culture and time for use in assessing current expressions of Christian worship.*

**3. Theological reflection on Christian worship**

*The student will understand, as well as demonstrate the ability to articulate, a scripturally rooted, historically informed Christian theology of worship to guide the planning and evaluation of Christian worship.*

**4. Cultural reflection on Christian worship**

*The student will understand, as well as demonstrate the ability to articulate and evaluate, ways in which culture informs and shapes expressions of Christian worship, past and present.*

**5. Missiological reflection on Christian worship**

*The student will understand, as well as demonstrate the ability to articulate and evaluate, the centrality of God's mission, with respect to the Church's worship, founded on the scriptural revelation of the Triune God.*

**6. Methodological skills for studies in Christian worship**

*The student will demonstrate the ability to research, evaluate and articulate concepts related to Christian worship, using scholarly materials (primary and secondary) and the theological action-research methodology.*

**7. Ministerial skills in Christian worship**

*The student will understand, as well as demonstrate the ability to articulate, implement and evaluate, key concepts related to Christian worship in a particular setting.*

➤ **Master of Worship Studies Requirements**

The Master of Worship Studies program requires 36 credit hours, consisting of three online courses and five hybrid on-campus/online courses. The online courses (two credit hours each) are offered during alternating six-week time periods during the first semester. The hybrid courses (six credit hours each) are offered in a one-week intensive on the IWS campus during the January and June sessions. In addition to the on-campus sessions each hybrid course has pre-session and post-session requirements.

MWS 501-504 cover the biblical, historical and cultural (including both western postmodern and global) aspects of Christian worship. These courses provide the student with the basic working tools for ministry in today's world. They provide the foundation for the fifth course, a ministry internship. The three online courses cover foundational biblical, research, and writing topics necessary for graduate level study.

The three online courses are designed to be taken concurrently with MWS 501, but sequenced so that no student is working on more than two courses at any one time during the semester. However, they may be taken prior to MWS 501 at either the student's request or the Registrar or Academic Dean's request.

Students may also petition to receive advanced standing for the online courses as follows:

Students with graduate or undergraduate coursework from the last 10 years comparable to BIB 501(A) and/or BIB 501(B) may receive up to 4 hours of advanced standing for these two courses only, reducing the number of credit hours necessary to complete the M.W.S. degree. The student must provide course descriptions and have received a “B” or higher from an upper level undergraduate course. Advanced standing is not permitted for WR 501. For more information about applying for advanced standing, contact the Director of Admissions.

#### Overview of the Master of Worship Studies Degree Curriculum (36 hrs)

- MWS 501: Biblical Theology of Worship, *6 hrs*
- MWS 502: History of Christian Worship, *6 hrs*
- MWS 503: Contextualization, Spirituality and Christian Worship, *6 hrs*
- MWS 504: Cross-cultural Perspectives in Christian Worship, *6 hrs*
- MWS 601: Ministry Internship, *6 hrs*
- BIB 501(A): Biblical Survey, *2 hrs (online)*
- BIB 501(B): Interpreting Scripture, *2 hrs (online)*
- WR 501: Graduate Research and Writing, *2 hrs (online)*

#### ➤ **Doctor of Worship Studies Requirements**

The Doctor of Worship Studies program is a 34 credit hour course of study. It consists of four six-hour courses for 24 credit hours, a two hour practicum course, and an eight-hour thesis course.

Each course is offered in a one-week intensive. These one-week intensives meet in January and again in June. All courses are offered in each term. In addition to the on-campus component, each course consists of a pre-campus assignment and a post-class assignment due approximately four months after the on-campus intensive.

#### Overview of the Doctor of Worship Studies Degree Curriculum (34 hrs)

- DWS 701: The Biblical Foundations and Historical Development of Christian Worship, *6 hrs*
- DWS 702: The Renewal of Sunday Worship: Music and the Arts, *6 hrs*
- DWS 703: The Christian Year: Forming Congregational Spirituality, *6 hrs*
- DWS 704: The Sacred Actions and Ministries of Christian Worship, *6 hrs*
- DWS-P: Practicum Course, *2 hrs divided over 3 terms*
- DWS 801: Thesis/Project, *8 hrs*
- WR 701: Graduate Research and Writing, *2 hrs (online)* (NB: While this course is not a required component of the DWS program, it may be

required by the Academic Dean, DWS 701 faculty, or Registrar. Credits earned do not count toward total DWS program requirements.)

Beginning in January 2022, new DWS students will be evaluated concerning their competency in scriptural knowledge and application. Some applicants may need to complete additional work in this area based upon their Master's level work or pass a placement exam. Should previously completed work lack biblical, theological, and hermeneutical foundations and the doctoral student receives less than 85% on the placement exam, the doctoral student will be required to matriculate in IWS courses BIB 501 A & B. These courses will be taken in order to meet the additional requirements and are six weeks in length. The first of these courses, BIB 501(A), is completed six weeks prior to the on-campus session while BIB 501(B) is taken concurrently with DWS 701.

Additionally, DWS 701 students will be evaluated by the end of the term as to their ability to research and write papers at a doctoral level. Students evaluated as needing assistance with these skills will be required to enroll in WR 701. This six-week course will be completed online in conjunction with DWS 702. It must be passed with at least a "B" in order to continue in the DWS program. Tuition fees apply to BIB 501(A), BIB 501(B), and WR 701. For students who began their studies in January 2022 or later, any DWS professor may recommend a student to take WR 701, and students are encouraged to take those recommendations seriously. Under some circumstances, the Academic Dean may require a student to complete this course at any point in the DWS program.

➤ **Regular Schedule and Extended Schedule**

Students who elect the regular schedule of study will complete work for the MWS in two years and the DWS in three years by attending both January and June sessions each year. Students may also opt for the extended schedule of study. Students who elect the extended schedule of study will complete work for the MWS in four years and the DWS in five years by attending consecutive January or consecutive June terms. Students on the extended schedule are allowed up to two semesters per course to complete their assignments.

Students who enroll on the regular schedule may elect to switch to the extended schedule (or vice versa) during their matriculation, with the exception of regular schedule students who have reached 704. Students are only allowed to switch schedules one time. Requests to switch schedules must be submitted to the Registrar and/or course professor(s) no later than March 15 (for January sessions) or September 15 (for June sessions).

➤ **Matriculating through IWS**

Each IWS student is expected to matriculate through their program in a timely manner by attending each semester in succession with their cohort, provided the student has completed their previous course with a satisfactory grade. (This expectation may not apply to all students, e.g., students who have been

approved for an Incomplete or a Leave of Absence. For extended schedule students, see next paragraph.)

IWS understands that unforeseen circumstances may arise that prevent a student from continuing with their program during the next scheduled semester, and we will make every effort to be flexible. However, in order to be equitable to the IWS faculty, staff, and administration, students are allowed no more than three semesters to continue in their academic program. Students on the extended schedule are allowed no more than four semesters—i.e., no more than two years away from campus—to continue their program.

Students who choose to delay will be charged a delay fee of \$75 per semester to keep their status as an active student. Being an active student gives a student full access to Canvas, secures a priority spot when registering for their next class, and allows the student to continue to use his/her student ID card for any applicable discounts, benefits, library lending privileges, etc.

Students who do not pay this delay fee and do not enroll in their next semester's class will automatically be marked as withdrawn. Such students will be required to submit a new application to re-apply to IWS. Access to Canvas may be restricted and their student ID will be suspended until the student has been re-admitted.

*Using the DWS 701 and 702 courses as an example:* A student who successfully completes 701 during the January 2022 term would be expected to return for 702 in June 2022. If the student chooses to delay one semester, s/he would be charged the \$75 delay fee and would be expected to return for 702 in January 2023. If the student chooses to delay again, s/he would be charged another \$75 delay fee and would be expected to return for 702 in June 2023. If the student has not returned to IWS by that third semester, the student could not delay any further. S/he would automatically be marked as withdrawn and would be required to submit a new application to re-apply to IWS.

Please refer any questions about your matriculation to the Registrar.

### ➤ **Graduation Requirements**

To be recommended for an IWS degree the candidate must:

1. Have completed all required courses with the necessary cumulative GPA or higher (3.0 for DWS, 2.75 for MWS).
2. Have paid all financial obligations to IWS in full.
3. Have returned all materials to the IWS Library.
4. Give evidence of satisfactory formation in Christian maturity and skills in worship ministries.
5. Have satisfactorily completed all other program requirements.

➤ **Academic Policies and Procedures**

○ Faculty Responsibilities

Faculty members will treat students with the utmost of respect at all times. This includes meeting all scheduled classes on time, especially the first and last sessions of a module.

In addition, faculty members will:

- furnish each student with an adequate syllabus (including the required reading list) by November 1 for the January term and May 1 for the June term,
- come to each class prepared to conduct it at a graduate level,
- be accessible to students for reasonable amounts of time for consultation,
- return graded exams, papers and projects to students as soon as they are graded, and
- submit course grades to the Registrar in a timely fashion.

○ Student Responsibilities

Students, in turn, will treat faculty members with the utmost of respect at all times. This includes:

- being on time for all class sessions,
- being present for all class sessions (see “Class Attendance” below),
- completing reading assignments and submitting all written assignments and tests by the deadlines given in the syllabi, and
- submitting all written assignments and tests in legible, usually typed, form.

○ Update of Personal Profile

All IWS students are responsible for updating personal profile information on the website on a semi-annual basis, or when there is a change in contact information (e.g., addresses, phone numbers, e-mail addresses, etc.). To update your information go to your student profile on Populi at [www.iws.populiweb.com](http://www.iws.populiweb.com).

○ Transfer of Credit and Cooperative Educational Agreements

Due to the unique nature of the IWS curricula, there will be no transfer of credit into IWS for application towards any of the MWS or DWS courses.

At this time, IWS has established cooperative educational agreements with B.H. Carroll Theological Institute (Arlington, TX), Gordon-Conwell Theological Seminary, (South Hamilton, MA) and Knox Theological Seminary (Ft. Lauderdale, FL). The purposes of these cooperative educational initiatives are: 1) to enable students to take worship studies courses that may contribute to a degree in one or more of the cooperating institutions; 2) to enable students who have completed IWS studies to be eligible for elective transfer credit when completing a degree at one or more

of the cooperating institutions; 3) to encourage cognitive and affective domains of students in the field of Christian worship.

These agreements allow IWS students to enroll in prescribed programs at any of these cooperating institutions and receive direct credits for equivalent IWS courses on a one-to-one basis, as approved by the registrar of the receiving institution. This may reduce the students required credits for completion of a program by as many as 12 credit hours. Additionally, students from these cooperating institutions may take courses at IWS and transfer the credits into their institutions on a one-to-one basis, as approved by their registrars, for up to 12 credit hours.

Each cooperating institution's entrance and completion requirements will be defined in their respective catalogs. Students applying to study at either institution must meet all applicable entrance requirements for the institution to which they are applying. Entrance and completion requirements shall be determined, at the sole discretion of each institution, without requiring approval from the other institution. The entrance and completion requirements of each institution are subject to change, and may be changed at the sole discretion of each institution, without the approval of the other institution. Students shall be notified of any changes to entrance or completion requirements through a supplement to the catalog of the institution making such change(s).

A student may complete their IWS studies prior to, concurrent with, or subsequent to commencing or continuing studies at a cooperating institution. The cooperating institution shall accept transfer of IWS credit hours on a one-to-one ratio (e.g., one credit hour obtained through IWS shall be accepted as one credit hour by the cooperating institution). A student may obtain transfer credit for up to twelve (12) credit hours of elective credit for completed IWS studies upon review and approval by the registrar of the receiving institution. Upon fulfilling IWS completion criteria for an IWS offering, a student may request IWS send an official transcript of their IWS studies to the receiving institution. Upon receipt by the cooperating institution of an official transcript from IWS and a formal request for transfer credit, the student shall be awarded credit for the IWS studies in accordance with the above stipulations.

For more detailed information, please contact the Registrar.

- Non-Credentialed Students

IWS can accept a limited number of non-credentialed students without a completed undergraduate degree into the Master of Worship Studies program. In addition to completing the normal application process, several additional factors will be evaluated, including but not limited to the applicant's current ministry context, life experience, circumstances that prevented him/her from previously completing an undergraduate degree,

circumstances currently preventing him/her from resuming undergraduate studies, etc.

If the application is approved, all non-credentialed students will be admitted first to the Graduate Certificate of Worship Studies program (ie, MWS 501-504 without the 601 course) and placed on academic probation. Non-credentialed students must earn a grade of B or higher in their first two courses to stay enrolled, and must earn a grade of B+ or higher in their first two courses to enroll in the full Master of Worship Studies degree (ie, permission to enroll in the 601 course). All other graduation requirements apply to non-credentialed students as well.

○ Textbooks

Students can purchase textbooks through our online bookstore partner, CBD. The online bookstore is open 24 hours a day, 7 days a week, and the ordering process is simple. The online bookstore is organized according to each individual student's course schedule with real-time inventory when ordering. In addition, CBD offers textbook buyback at competitive buyback prices. CBD operates a U.S. based customer contact center, available 7 days a week for questions or to place phone orders. To explore the online bookstore, call their Customer Contact Center at 800.247.4784 or go to [www.iws.christianbook.com](http://www.iws.christianbook.com). All students, but particularly international students, may order their textbooks, have them shipped to the IWS office, and pick them up while they are on campus. The IWS on-campus store does not carry course textbooks.

*The Complete Library of Christian Worship* (7 Vols.) by Robert Webber is a fundamental resource that is strongly recommended, though not required, for all IWS courses.

○ Class Attendance

Students are required to attend the on-campus segment of each course. In the case of rare and extenuating circumstances, a student can miss no more than one day of the on-campus session and then only at the discretion of the professor.

○ Pre-course work

For the highest degree of success in the doctoral program, IWS highly recommends that entering DWS students have a foundational biblical, theological, and historical background and therefore recommends that entering students read the following to prepare their coursework:

- Philip S. Johnston, *IVP Introduction to the Bible* (2011)
- Joseph Early Jr., *A History of Christianity: An Introductory Survey* (2015)



- Howard Stone and James Duke, *How to Think Theologically* (2013)
  - *The Rose Publishing Christian History Timeline* (available for purchase at [www.rose-publishing.com](http://www.rose-publishing.com))
- Writing Style  
As of June 2019, the approved standard for writing style at IWS is Kate Turabian, *A Manual for Writers of Term Papers, Theses, and Dissertations*, 9<sup>th</sup> edition, Chicago: University of Chicago Press, 2018.
- Use of English  
IWS requires a passing TOEFL score of 80 or higher for all applicants who indicate that English is not their first language. Duolingo scores may also be accepted in lieu of the TOEFL; please contact the Admissions office for more information.
- Withdrawal from Courses  
When a student drops a course, a grade of “Withdraw Passing” (WP) or “Withdraw Failing” (WF) will be assigned by the instructor(s) and/or Academic Dean according to the student’s academic performance. A grade of WP indicates that a student wishing to withdraw from a course was passing the course at the time of the request to withdraw; a grade of WF indicates that the student was failing the course at the time of the request to withdraw.
- Extensions and Incomplete Course Work  
Our work at IWS is based on collegiality; therefore, meeting deadlines is a matter of Christian community ethics. The promptness with which academic work is submitted is not only an educational requirement but also a matter of spiritual discipline befitting any person in ministry. All students are responsible for meeting the assignment deadlines outlined in the syllabi and/or IWS Academic Calendar.

A student who, for good cause, cannot complete the work of the course by the end of the semester may be granted an extension at the discretion of the course professor. The extension must be requested prior to the course’s final assignment due date. Extension forms are available on the IWS website at <https://iws.edu/academics/registrar/late-work/> and should be filled out and sent to the registrar with the fee payment. The payment of an extension fee of \$100 is required. A normal extension would be one month, again at the professor’s discretion. If the extension deadline is not met, the student automatically will receive an “Incomplete.”

An incomplete course must be completed by the end of the following term or a failing grade will be posted for the student. Students must complete a course before they are allowed to take the next course in the program. An

incomplete fee of \$200 is required (\$100 if the extension fee has already been paid). A failing grade may be eliminated or avoided by retaking the course and achieving a passing grade.

Students who are on the extended schedule are not eligible to take an incomplete, as these students have already been given an extra semester in which to complete their work.

Certain restrictions apply regarding late work for online courses. See below for more information.

- Additional Policies for Online Courses

Participation in the online classroom is mandatory for the duration of each online course. If a student has not logged into their course by the end of the first week of instruction they will be marked as inactive and withdrawn from the course. In most cases being withdrawn from one online course will also necessitate withdrawal from the other 501-level courses due to the prerequisite nature of the coursework.

Regarding late work: Extensions are granted for a maximum of three weeks at the discretion of the course professor and are to be marked from the last day of the course, not the date of the request. All extensions require approval from the professor, submission of the late work form to the Registrar, and payment of the \$100 extension fee. Students must request an extension no later than the fifth week of the course; waiting until the final week is not permitted. Since the longest any student can be granted for an online course is nine weeks, incompletes are not an option for any online course.

If a student requires a leave of absence, they will be withdrawn from any unfinished online course(s) and required to retake the course(s) the following semester.

Students cannot register for MWS 502 until a passing grade has been earned (or advanced standing has been granted) for all 501-level courses.

- Failing a Course and Retaking a Course

If a student fails a course, they must retake that course before advancing in their given program. If a student receives two grades of C+ or lower, s/he must retake one of those courses before advancing in their given program, and must earn a grade of B or higher. DWS students will not be permitted to retake more than one course and will be limited to one retake for their entire matriculation, excepting the thesis course (DWS 801). MWS students will not be permitted to retake more than two courses, will be limited to two retakes for their entire matriculation, and cannot retake the same course twice. Students who choose to retake a course must retake the course in which their lowest grade was earned. Retakes may be subject to the approval

of the Academic Dean and the faculty member(s) involved. Students retaking a course will automatically be placed on the extended schedule.

In cases of extreme and extenuating circumstances, students who have exhausted their allowed retakes may petition the faculty for a one-time exception to the above limits. Petitions should be submitted directly to the Academic Dean for evaluation by the entire faculty and must include the following: 1) clear evidence of the extreme and extenuating circumstances that have prevented the student's successful completion of their coursework, 2) an honest assessment of the student's own shortcomings in completing their coursework, and 3) several concrete proposals that demonstrate how an exception to this policy would produce a different result (e.g., willingness to work with a proofreader, constructing a weekly timeline to stay on top of assignments, etc.). Students may be asked to sign a contract affirming their commitment to these proposals. Failure to meet the commitments of the contract will result in failure of the course. The faculty will vote on whether or not to approve the petition and their decision will be final.

- Grading System and Academic Probation

The faculty-approved grading scale for course work at the Institute for Worship Studies, in accordance with professional graduate standards, is:

**A and A-** = excellent, superior

**B+** = very good

**B** = good, average, satisfactory

**B-** = below acceptable standards for graduate work

**C+** = improvement expected for continuation in the program

**C, C-** = deficient work in degree program

**D and F** = very deficient

**NC** = no credit

Any student receiving a grade of C+ or lower in any course is considered to be on academic probation. The student must improve to a grade of B or higher in the next course taken, at which point the designation of academic probation is removed.

If a student on academic probation fails to earn a grade of B or higher, the IWS Registrar's office reserves the right to require the student to retake the course immediately, to move the student into the extended schedule, or in extreme circumstances to dismiss the student from the program. Students entering 801 who are placed on academic probation will receive additional monitoring and assistance in completing the thesis process.

Any doctoral student receiving a final grade of C+ or lower for two or more courses, following any retakes, will be awarded the Advanced Graduate Certificate in Worship Studies (AGCWS) upon the satisfactory completion of all four core courses (each with a grade of C or higher) and will not be eligible to enter the thesis course. Any doctoral student who receives two or

more final course grades of C+ or lower may proceed to the thesis course only by retaking one of these courses for academic credit and earning a grade of B or higher.

Any doctoral student who, for personal or academic reasons, chooses not to complete the thesis is eligible for the AGCWS, assuming that the four core doctoral courses have been satisfactorily completed.

Master's students who receive a cumulative grade point average below 2.75 will not be eligible for the master's degree. Instead, they will be awarded a Graduate Certificate in Worship Studies (GCWS). Any master's student who, for personal or academic reasons, chooses not to complete the project/internship is eligible for the GCWS, provided that the four core master's courses have been satisfactorily completed.

○ Grade Appeal Policy

Students have the right to appeal a grade received for an assignment, examination or course. The procedure is as follows:

- Students who believe that a grade they have received is incorrect must speak to the course professor within a month of receiving the grade, indicating why they believe the grade is incorrect.
- If consultation with the professor fails to resolve the difference, the student may, within 14 days of consulting the professor, submit a written appeal to the Academic Dean, including a report on the student's consultation with the faculty member. The appeal should provide full particulars of why the grade should be changed, though it should be understood that the professor is the final arbiter of the grade.
- If, in the judgment of the Academic Dean, there are sufficient grounds for an appeal, he/she will consult with the professor to review whether IWS's assessment rubrics and grading policies have been followed.
- If the review results in a change of grade, the professor will report the revised grade to the Registrar on the requisite form.
- The decision of the professor shall be final and shall be rendered within a month of receiving the appeal.
- If the dispute relates to a course taught by the Academic Dean and consultation with him/her fails to resolve the matter, the appeal should be directed to the President.

○ Intra-Program and End-of-Program Assessments

Doctoral students will be evaluated after the completion of the DWS 703 course to determine whether they may matriculate into the thesis course (DWS 801). Doctoral students must have a 3.0 cumulative grade point average or higher by the end of DWS 704 in order to enroll in the thesis course. Students entering 801 who are placed on academic probation will receive additional monitoring and assistance in completing the thesis process.

To determine whether graduands satisfy the graduation requirement about giving “evidence of satisfactory growth in Christian maturity and skills in worship ministries,” their full academic record will be reviewed and they may be required to complete an inventory.

- Leave of Absence

For extenuating circumstances, and with approval of a written request submitted to both the Registrar and the student’s instructor(s), a student may take a leave of absence. A leave of absence stops the clock for one semester (six months). Students are allowed a maximum of 2 leaves of absence during their entire matriculation; however, a student may not use both leaves of absence for one course.

- Thesis Continuation

One year is allotted for DWS thesis completion, with up to two additional years allowed for a continuation. No more than three years are allowed for the entire thesis process, and no more than two years are allowed to complete the thesis after the proposal is approved. Permission for thesis continuation must be obtained from the thesis supervisor and the thesis director.

Students who extend their thesis completion beyond the allotted time of one year must pay a continuation fee of \$300 per semester. Continuation fees are due 30 from the invoice due date.

- Total Matriculation Time

The total matriculation time allowed for the entire DWS program is seven years (with up to two, six-month leaves of absence, if granted) and five years for the MWS program (with up to two, six-month leaves of absence, if granted). This means that the standard maximum time for completing the DWS program is eight years and MWS program is six years, if two LOAs are granted.

Some exceptions to this policy:

- Students who have earned an AGCWS and wish to turn it in and retry the thesis may have up to 10 years total matriculation time.
- The Thesis Handbook states: The DWS degree is designed to be completed normally in three years of study. Students typically complete the five segments of their coursework, including DWS 801, in just over two years. Normally, students complete their thesis proposal and thesis during the third year.

The stated limitation for the completion of the entire thesis, however, is three years after the completion of the thesis course, DWS 801. A student must complete and receive approval for the thesis proposal within the two-year window of taking the thesis course. The thesis itself must then be completed within the three-year window of the thesis course.

If the thesis proposal is not completed within the first two years following the thesis course, a student may petition the faculty of DWS 801 and receive permission to retake the thesis course and begin again the process of writing the thesis proposal. The two-year limit for completion of the proposal is again in effect. A student can be granted **only one opportunity** to retake the thesis course and begin again the thesis process. Students failing to meet this deadline, if they make a written request, can receive the Advanced Graduate Certificate in Worship Studies.

Students who are enrolled half-time (i.e., taking only one doctoral course per year) must meet the same time requirements for writing the thesis proposal and the thesis. Like full-time students, upon petition they may be allowed to repeat the thesis course only once.

In summary, keep these limits in mind:

- 1) All students have approximately two years to receive approval on their proposal and three years for approval on their thesis. Students are responsible for the specific deadlines as written in the current Thesis Handbook received in 801.
  - 2) If because of some unforeseen circumstance in your life you were granted a Leave of Absence during this period (see “Leave of Absence”), then the clock on your time limit stopped for a semester and you would be granted an additional semester for the completion of your work.
  - 3) Failure to meet these deadlines means:
    - a) You will run out of time for the completion of your program and if you have successfully completed all the other requirements for the degree you may be eligible upon request to be granted an Advanced Graduate Certificate in Worship Studies; or
    - b) You may petition to **retake the Thesis Course once**. For further details about what a retake entails, please refer to the Thesis Handbook (as provided during your first 801 enrollment).
- Technological Resources Available  
The cornerstone of the technological resources for IWS is its website located at [www.iws.edu](http://www.iws.edu). The site’s homepage is a general welcome to the Institute and its work. It contains a brief review of the programs, pictures of various scenes from Institute life, a menu with links to the major subdivisions of the website, and a handful of critical hyperlinks.

Links to critical documents, e.g., the Catalog and a comprehensive bibliography, are provided. Some of these links connect to documents which can be submitted online, e.g., the admission form.

In addition, there are pages that detail course rhythms and daily schedules when in residence. There are links to the school's Academic Catalog and a comprehensive bibliography on scholarly worship texts, maintained by Dr. Mark Torgerson as the Institute's bibliographer. There are also pages which provide summarized information on different aspects of the curriculum such as the rotation of courses, universal course guidelines, late work policies and forms, and thesis-related guides.

IWS uses Instructure's open-source Canvas software. Faculty create online classroom environments where they post and explain the course syllabus, foster online interaction, provide valuable resources, and accept electronic assignment submissions.

➤ **Library and Other Learning Resources**

With its students dispersed around the globe and on campus only during the class sessions, it is impractical to locate substantial learning resources on campus. Nevertheless, since quality education is contingent upon student access to learning resources, IWS is deeply committed to facilitate this process. To that end, it:

- has acquired a basic on-campus library;
- has hired a part-time Library Director and an assistant (Library Specialist);
- urges faculty members to provide ample course bibliographies, identifying the most useful sources (either in hardcopy or on the internet);
- expects faculty members to provide in person and online reference services related to their courses;
- has a Professor of Bibliography to supplement faculty efforts;
- has established a library consortium with Gordon Conwell Theological Seminary, Jacksonville, and library use agreements with Northern Baptist Theological Seminary, Lombard, IL and the University of North Florida in Jacksonville, FL, allowing full access and privileges of those libraries for students residing in the U.S. and currently enrolled (Copies of the agreements and the borrowing procedures may be secured from the IWS office);
- participates in the ATLA Reciprocal Borrowing Program, giving students in North America access to 112 participating theological libraries across the US and Canada;
- has secured access to the ATLA Religion Database, an online resource with over 1 million theological journals, essays and book reviews; and
- assists students in gaining access to other libraries, for example, by issuing student ID cards.



## **STANDARDS OF CONDUCT**

### ➤ **General**

Disciples of Jesus Christ covenant themselves to pursue Christlikeness. Although this ideal cannot be fully achieved in this life, we nevertheless pursue it to the best of our abilities. Effectiveness in Christian leadership especially requires clear commitment to this goal. In this calling, knowledge of the faith and gifts for ministry must be accompanied by ethical character.

Determining what is right Christian conduct is challenging at times, and our conclusions may vary somewhat from time to time and from one context to another. But, most centrally, IWS uses Scripture as its standard, as understood through the church's discernment of the Holy Spirit's working, past and present. Based on this standard and approach, it is committed to the following standards of conduct.

### ➤ **Academic Honesty**

#### ○ Plagiarism

Sadly, even Christian writers at times succumb to plagiarism. Most basically, plagiarism is defined as presenting "the ideas and works of another as one's own" (The Merriam-Webster Dictionary). Words or phrases taken from another source are considered a direct quote and must be enclosed in quotation marks and footnoted. Ideas and their expression are, by copyright law, the intellectual property of the original author or speaker. Therefore, sources of distinctive ideas, facts, paraphrases or opinions must also be acknowledged in a footnote or endnote.

Therefore, when in doubt, err on the safe side by documenting sources. For appropriate forms of footnoting see Kate Turabian, *A Manual for Writers of Term Papers, Theses, and Dissertations*, 9th edition, Chicago: University of Chicago Press, 2018.

Plagiarism has serious academic, ethical and legal consequences. Intentional or unintentional failure to use appropriate documentation in research papers, examinations, oral presentations, or other academic work will result in academic penalty.

If a case of plagiarism comes to a faculty person's attention, the faculty person will consult with the student concerned. The faculty person is **required** to bring the case of plagiarism to the attention of the Academic Dean, who will enter the incident in the student's official record. The professor must also report the plagiarism to the professor(s) of the student's next course.



In consultation with the Academic Dean, the faculty person will determine the next course of action, including the following:

- The student may be given a **one-time** opportunity to revise the assignment, with a due date determined by the professor; failure to correctly amend the plagiarism, or to complete the revision, will cause the paper to fail;
- The student will incur a grade reduction for the plagiarized paper, even after revision;
- The student will be required to enroll in WR701 the next term (no matter what term the student is currently in);
- In some cases, such as overt and purposeful plagiarism, the paper will receive a failing grade without opportunity for revision; this determination is made in consultation between the Dean and faculty member(s).
- Following a second case of plagiarism, the Academic Dean and the faculty members most closely involved in the situation may choose additional consequences including failing the course affected or even expulsion from the Institute.

In a good faith effort to inform our students on the plagiarism issue, and to avoid the potential of plagiarism or any other form of academic dishonesty, IWS will distribute copies of the “Did I Plagiarize?” document and require all students to sign a copy of a Statement of Academic Integrity during Orientation.

➤ **Statement on Ethical and Moral Conduct**

In its mission, core values, and guiding principles, IWS is committed to historic, biblical orthodoxy and orthopraxy. This kind of commitment to the right worship of God through Christ (orthodoxy) involves an imperative commitment to Christ-like living (orthopraxy). Christian leaders are expected to exemplify the highest standards of virtue and morality related to Christian lifestyle as indicated in Scripture and interpreted through the Church. Therefore, diligent attention to this facet of formation into Christ-likeness is critical for every member of the IWS community as we participate in effective servant leadership. Among the standards to be followed are the Scriptures as interpreted through the Church’s theological and moral/ethical lenses, and IWS’s Mission Statement, goals, core values, and policies. IWS affirms the Church’s historic, biblically-grounded positions on the sanctity of life, the sanctity of marriage, and the right to freedom of religious belief and expression.

Conduct not compatible to these guides may be subject to correction/discipline or even dismissal subject to review by an ad hoc review board appointed by the president and comprising one board member, one faculty member and one administrator. This review board would recommend an action to the president, who makes the final decision on such matters.

➤ **Correction/Discipline, Mediation, and Grievance Procedures**

Correction/discipline, as used here, are responses to vexations of individual students; mediation and grievance procedures are activated for interpersonal conflicts.

○ Correction/Discipline

A student who encounters serious academic or related difficulties or engages in unacceptable conduct may be required to take some corrective measures. The student may be required to: 1) meet with a faculty adviser or the Academic Dean until the matter is satisfactorily resolved; 2) meet with an outside counselor; 3) go onto academic probation; 4) commit to some corrective disciplines; 5) switch to a certificate program; 6) take a leave of absence; or 7) follow through with whatever the faculty recommends, if the matter is referred to the full faculty. These directives will be communicated to the student both orally and in writing. A recommendation for dismissal from the Institute must be approved by the Academic Dean and the faculty members most closely involved in the situation. When the above recommendations or requirements are put in writing, at least one copy will go to the student and one to the student's file.

○ Mediation

Mediation is intended as a preventive process. If conflict of a personal nature arises, it is the first level of response, with the expectation of preventing further escalation. As much as possible, it is conducted in an atmosphere of Christian caring, integrity, and respect. In a Christian context, conflicts between individuals or groups should be resolved, if possible, by the persons or groups concerned. That is the expectation at IWS. If these efforts fail, the Academic Dean and Chaplain will appoint a neutral, *ad hoc* mediation committee, consisting of two students and two faculty members or administrators. They will meet with the aggrieved parties, individually and/or collectively, clarify the issues, and attempt to achieve reconciliation, based on Christian principles of fairness and justice. Records of all meetings will be kept confidential. Conflict over academic matters will be resolved according to the Grade Appeal Policy.

Procedures to initiate the mediation process:

Within one month of the encounter, the student must initiate a conversation with the person with whom s/he has a conflict, OR contact a member of the IWS administration for assistance if unwilling to initiate such a conversation. The formation and meeting of a mediation committee, as outlined above, will occur within one month of this conversation. If either party feels the mediation process has not achieved a satisfactory resolution, they may then initiate the grievance process (outlined in further detail in the next subsection) within 14 days of the mediation committee's meeting.

○ Grievance

The grievance process is to handle disputes not otherwise resolved by mediation. Individuals or parties who feel that their grievances were not satisfactorily resolved by mediation may request that the grievance process be initiated. This is essentially an appeals process that provides the opportunity for a second hearing. To that end, an *ad hoc* grievance committee of two students and two faculty members or administrators, who were not involved in the mediation process, is appointed. These persons may be appointed by the Academic Dean and Chaplain. If the appointment process is contested, the students and faculty or administrators may be selected by their peers. This committee will meet with the aggrieved parties, individually and/or collectively, clarify the issues, consider appropriate measures and attempt to achieve a satisfactory resolution. A decision made by this group is final. Records of all meetings will be kept confidential.

Procedures to initiate the grievance process:

Student's Responsibility:

- Should a resolution not be reached by the conclusion of the mediation process (outlined in further detail in the previous subsection), the Chaplain, the Academic Dean or the President must be notified within the next **14** days to initiate the following steps. It is the student's responsibility to ensure the grievance process is initiated. The student must narrate the grievance in written form and give it to the Chaplain, Academic Dean or the President who has been notified.
- The student must keep a record of the date, times, nature of any incidences and witnesses, if any.
- If the seriousness of the incident requires immediate action, inform the President.

Institute's Responsibility:

- Assure the complainant within **14** days of being informed of a complaint that a fair examination of the grievance shall take place.
- Advise the person alleged to be responsible that a complaint has been lodged within the same **14** days.
- If the complaint is against an employee, the complaint must be reported to the employee's supervisor, who will attempt to resolve the conflict prior to any further steps being taken.
- Appoint an *ad hoc* grievance committee, if the complaint cannot be resolved, within **21** days of receiving the complaint. The committee should normally consist of two students (selected by the Dean of the Chapel) and two faculty members (selected by the Academic Dean) or two administrators (selected by the President), who were not involved in the mediation. If the appointment process is contested,

the students and faculty or administrators may be selected by their peers. This committee is designed to clarify the issues which have led to the grievance, to enable the parties involved to appreciate each other's perspective and to facilitate a resolution.

- Conduct a synchronous meeting of the committee to determine within **21** days from being appointed, whether to intervene and reply in writing to the aggrieved party, with a copy to the President.
- Conduct a synchronous interview of the complainant and the person(s) alleged to be responsible individually and collectively as soon as possible to gather further information. Interview any witnesses, if it is deemed beneficial, consider appropriate measures and attempt to achieve a satisfactory resolution.
- The person(s) bringing the grievance and the accused shall have the right to present evidence, confront adverse witnesses, and be accompanied by an advocate who is a member of the IWS community. Although each party is entitled to seek legal counsel, no lawyers are permitted to attend the internal hearings.
- Document the situation clearly and completely, which written summary shall be available to both parties to the grievance and to their advocate and/or counsel.
- Render a written decision within **21** days of meeting and advise the parties of the action to be taken, if any. If a higher authority (like the President or the Board) is required to make a decision, forward all relevant material as soon as possible to the appropriate authority and advise all parties of the action taken. The decision of that authority shall be final.
- Ensure that all information concerning the case be kept confidential. A record of a complaint shall be kept in the complainant's file if it is determined that the complaint was frivolous or vexatious. Records relating to frivolous or vexatious complaints shall be removed from the accused's file and any reference identifying the accused shall be removed from the complainant's file.
- If the incident involves the President, notify the Board of Trustees, within **14** days.

