



**HARDING**  

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**U N I V E R S I T Y**

# **EMPLOYEE HANDBOOK**

**OCTOBER 2024**

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## **From the President**

Welcome to Harding University! Since 1924, this institution has been fortified by an outstanding faculty and staff. Their unwavering faith, heroic sacrifice, and profound resolve has propelled Harding to be a leading Christ-centered university.

There is a strong ethos within the University which is guided by our historic Christian mission. First and foremost, we honor God, follow the teachings of Jesus Christ, and aspire to lead a Spirit-led life. Our faith deeply shapes how we approach the workplace, our colleagues, and the students we serve. We value each individual as an image-bearer of God and therefore treated with love and respect.

Given our Christian worldview, we have high expectations of ourselves and each other. We value an ethic of hard work, integrity, moral clarity, and collegiality. We lock arms with one another to create a success culture which is contagious.

May God bless our efforts to exalt Him through our efforts at Harding. May He transform the lives of our students by this experience.

Alma Mater Hail!

Mike Williams, Ed. D

President

## **About this Handbook**

This handbook lists the values, beliefs, attitudes, goals, standards, and benefits Harding University believes are important and that the administration encourages. It serves as a general guide to what can reasonably be expected from employees in the conduct of the University's mission. The standards of conduct govern all employees and are intended to help us all get along in a friendly and productive atmosphere. Harding University's policies are also designed to promote personal productivity and career advancement.

Harding University is committed to the teachings and example of Jesus Christ, and expects all members of its community to live disciplined lives of holiness, respect, and love for others. Recognizing that we live in a fallen world, and that employees (like all members of our community) will at times fall short of emulating Christ's example; the core purpose of disciplinary actions, when needed, are to guide employees toward personal and professional maturity, a responsible understanding of the impact of their behavior, and increased moral discernment.

Neither this handbook nor any of its provisions constitutes an employment agreement or contract of any kind or a guarantee of continued employment. Advanced notice, whenever possible, will be given when changes are made to the Handbook. Because circumstances and situations change, there may be changes or amendments to the Handbook without advance notice from time to time. Updates will be provided, by the Human Resources and/or Provost Office, when changes are made.

## **Our Mission**

With Christ as Lord, Harding University transforms learners for global impact by engaging minds and nurturing faith within a deeply connected community.

## **Our Vision**

Led by our Christ-centered mission, Harding University aspires to be known around the world for educating and inspiring students to relentlessly pursue God's truth, excellence, and love.

## **Our Values**

Pursuit of Truth - We believe the truths of God's Word are relevant to contemporary culture, and we exercise the freedom to pursue truth in every discipline.

Human Dignity – We view every human as an image-bearer of God, and therefore treat all with respect and dignity while pursuing authentic relationships.

Compassion – We ground our efforts in empathy, and propel our students to use their God-given talents to run toward the brokenness among humanity as instruments of healing.

Civility – As ministers of reconciliation, we respectfully work through differences and strive to promote wisdom and understanding.

Excellence – We are committed to a high standard of character, integrity, scholarship, collaboration, and work ethic.

**The promotion of Christian ethics** (creating an atmosphere that emphasizes integrity and purity of thought and action).

**The development of lasting relationships** (fostering personal and social relationships through interaction among faculty, staff and students; and stressing a lifelong commitment to marriage and the Christian family).

**The promotion of wellness** (emphasizing that the body is the temple of the Holy Spirit and that lifelong health habits contribute to a better quality of life).

**The promotion of citizenship within a global perspective** (developing a Christian understanding of and respect for other cultures through an emphasis on liberty and justice).

## **The Motto of Harding University**

The motto of Harding University is “Inspired Purpose.”

- **Inspired** - Anchored in our historic Christian mission, we recognize the very source of our strength: the Spirit of the Lord — a dove to remind us of the one who saves, a fire to impassion us, a wind to refresh and guide us.
- **Purpose** - The essence of the Harding experience extends far beyond career preparation. It is a quest for meaning and vision. It is a crucible to discover our values, conviction, and direction.
- **Inspired Purpose** - We aspire to restore the world to what God intended from the beginning.

May we be led, motivated, and molded by Inspired Purpose.

## **The Spiritual Vision of Harding University**

The following statement of spiritual vision was adopted by the Harding University Board of Trustees in October, 2020:

In 1924, Harding University was founded on spiritual convictions that remain the core of our Christian identity. The character, example and concerns of Jesus Christ are the bedrock standards that shape us.

We hold the Bible to be “God breathed” and central to spiritual formation in the lives of everyone at Harding. Required chapel and Bible class attendance emphasize Scripture as the basis of our teachings and our lives.

The Christian worldview stands at the heart of all academic disciplines and extracurricular activities on campus. Every professor, coach and administrator is commissioned to speak as a man or woman of God. They are to confess, both in words and actions, that God created the world, that He redeems us through the blood of His Son, Jesus, that He fills His children with His Holy Spirit and that He calls us to be holy as He is holy.

We believe that salvation is found only in Jesus Christ and that Christians are to “go and make disciples of all nations.” Grace and truth were perfectly blended in Jesus. He spoke truth but always in a gracious way.

He extended His hand in grace, but never betrayed the truth in doing so. We are determined to imitate His example by being a people who are “full of grace and truth,” sacrificing neither in the pursuit of both.

Because “God shows no partiality,” Harding University is committed to welcoming, accepting, respecting and loving students of every race and nationality. We stand opposed to racism in all of its insidious forms, and we require that everyone who walks on our campus be treated with the dignity and value that everyone deserves by virtue of being an image bearer of God.

Harding has always been deeply connected to churches of Christ. Though we live in a time of significant differences among our convictions, we are determined that Harding University will become captive to neither a rigid legalism on the right nor a formless liberalism on the left. “With gentleness and respect,” we hold to such distinctive practices as the teaching of baptism for the remission of sins and a cappella music and male spiritual leadership in public worship.

While we maintain our close ties with churches of Christ, Harding opens her arms to all. We welcome those who do not share our convictions, as we work tirelessly to offer an exemplary liberal arts education in an environment of kindness, fairness, respect and love.

# **SECTION I – GENERAL WORKPLACE POLICIES**

## **1. Nondiscrimination Policy**

Harding University is a private Christian University where primary stress is placed upon Christian values and character.

Harding University does not unlawfully discriminate in employment practices on the basis of race, color, national or ethnic origin, religion, age, sex, disability, handicap, or prior military service. Unlawful discrimination is prohibited by Title VI and VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act as amended, and other applicable laws and regulations. Exemptions exist, however, for a religious institution such as Harding University, and the First Amendment to the United States Constitution may preclude some laws from applying to the University.

Harding University desires to enlarge the pool of candidates of minorities and women to make it possible to have a balanced workforce. Training and promotion will be based upon an individual's qualifications with all personnel actions administered fairly.

Supervisors have the responsibility to see that these policies are carried out in their departments. For further assistance or direction, supervisors are encouraged to contact the Assistant Vice President for Human Resources.

## **2. Disability Accommodation**

To the extent, the Americans with Disabilities Act (ADA) and State law apply, and consistent with the university's policies on Nondiscrimination and Harassment, the university provides reasonable accommodations in employment to qualified individuals with disabilities unless the accommodation would impose an undue hardship on university operations or would alter the essential functions of the position.

Employees who wish to seek an accommodation should contact the Assistant Vice President for Human Resources to begin the process. The information the employee provides will be kept confidential, except that supervisors and administration may be informed of necessary restrictions on the work or duties of the employee and necessary accommodations, health and safety personnel may be informed if the condition may require emergency treatment, and government officials investigating compliance with the ADA may be informed.

If reasonable accommodation can be made, Human Resources will work closely with the employee and the appropriate supervisor to ensure that the accommodation is made.

If the applicant or employee making the request for a reasonable accommodation is not satisfied with the result or how it was handled, he or she may give a written detailed description to the Vice President of Finance, who will review the concern and respond in writing within five business days.

## **Policy Defined Terms**

Disability - a physical or mental impairment that substantially limits one or more of the person's major life activities; a record of such an impairment; or regarded as having such an impairment.

Major Life Activities - Examples of major life activities are breathing, walking, talking, hearing, seeing, sleeping, caring for oneself, performing manual tasks, and working. Major life activities also include major bodily functions such as immune-system functions; normal cell growth; and digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

Reasonable Accommodation – Includes changes to the work environment and may include changing existing facilities, job restructuring, part-time or modified work schedules, acquiring or modifying equipment, or similar accommodations for individuals with a disability.

Undue Hardship - An action requiring significant difficulty or expense as to the business operations of the University or that would alter the essential functions of the position. The University will consider the nature and cost of the accommodation, the impact on the department in which the employee works, and other relevant factors.

Essential Functions – The fundamental job duties an employee in the position must be able to perform.

\* These definitions are subject to change by amendments to statutes or regulations and court decisions.

## **Genetic Information**

To the extent applicable, the Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits us from requesting or requiring genetic information of you or your family members, except as specifically allowed by GINA. To comply with GINA, it is asked that you do not provide any genetic information to Human Resources when seeking an accommodation. 'Genetic information,' as defined by GINA, includes:

- your family medical history;
- the results of your or your family members' genetic tests;
- the fact that you or your family member sought or received genetic services; and
- genetic information of a fetus carried by you or your family member or an embryo lawfully held by you or your family member receiving assistive reproductive services.

## **3. Title IX Statement**

Harding University does not unlawfully discriminate on the basis of sex in admissions, employment opportunities, education programs or activities which it operates. This is in keeping with Title IX of the Education Amendments of 1972 and Part 86 of the Department of Health, Education and Welfare's regulations implementing Title IX. Inquiries concerning the application of Title IX and Part 86 to Harding University may be referred to the Title IX Coordinator.

The University Title IX Coordinator is responsible for the University's overall compliance with Title IX and coordinates the University's response to formal complaints by students, is the University's contact for

student complainants, and is the contact for reports from third parties. The University Title IX Coordinator is Kevin Davis, Assistant Director for Public Safety, located in Kendall Hall, Office 106, who can be reached at 501-279-5000.

The Title IX Coordinator for Employees coordinates the University's response to formal complaints by employees against other employees and assists with employee respondent cases. The Title IX Coordinator for Employees is Amie Carter, Assistant Director for Human Resources, located in the Ezell Building, Office 131, who can be reached at 501-279-4027.

#### **4. Lines of Responsibility**

Lines of responsibility and authority should be observed. Employees are responsible directly to their supervisor but should feel free to discuss any matter with any of the administrative officials. Official action on an employee's request, however, should come through the head of the employee's department.

#### **5. Safeguarding Harding University Funds**

Many offices handle university funds either regularly or on occasion. A custodian of funds should be appointed in each office which handles such funds. The custodian and his/her supervisor should be the only persons allowed access to the funds.

Under no circumstances will university funds be converted to personal use. This includes loans to any individual.

University funds shall be kept under lock and key at all times. All university funds are subject to unannounced cash audits by the Internal Auditor.

Offices may receive funds from various sources such as sales of various items, fines, payments for use of copying machines, etc. These funds should be carefully safeguarded and deposited in the Business Office on a regular basis.

Some offices have been approved to maintain a Petty Cash Fund. The purpose of such a fund is to be able to purchase small items outside the Purchasing System. These funds must be kept entirely separate from other funds in the office.

The custodian of funds may purchase items for the office or department upon approval of the appropriate Budget Manager. An invoice or voucher showing the date, cost of the item, and from whom the item was purchased is required for all such purchases.

At all times the Petty Cash Fund must contain the designated balance of the fund either in cash or invoices. The custodian of the fund may be reimbursed for invoices by submitting an approved check request or request for paid out. Both the appropriate Budget Manager and the Assistant Vice President of Finance must approve such a request.

For further information pertaining to the safeguarding of university funds, please contact the Office of the Assistant Vice President of Finance.

## **6. Ombudsman**

The Ombudsman provides confidential, informal, independent, and neutral dispute resolution services for university employees. This person assists faculty and staff in identifying and evaluating options for resolving and managing conflicts, provides mediation services, and makes referrals to other appropriate university resources. Due to its informal, confidential, and independent roles outside the administrative structure of the university, notice to the Ombudsman about a problem does not result in the generation of records, nor does it constitute legal notice to the university about the existence of a problem. For those interested in making official complaints or for issues that should be addressed through formal channels, the Ombudsman can assist by making appropriate referrals to other university resources.

To schedule an appointment with the university's Ombudsman, Dr. Sherry Pollard, call (501) 279-4347 or email [spollard@harding.edu](mailto:spollard@harding.edu). Email is not appropriate for discussing confidential information; it should be used for scheduling purposes only.

## **7. Harassment Policy**

Harding University's policy is that no employee or applicant be subject to conduct, either verbal or physical, which might interfere with job placement, productivity or work effectiveness or create a hostile work environment. This includes but is not limited to conduct based on sex, race, color, pregnancy, national origin, age, disability, or veteran status.

Any employee (or applicant) who believes he or she has been subjected to harassment by any Harding University employee, patient, vendor, student, or any other person should immediately report the situation to his or her supervisor or the Office of Human Resources. If the complaint involves someone in the employee's direct line of supervision, the employee should report the situation immediately to David Ross, Assistant Vice President for Human Resources (501-279-4930), or Tammy Hall, Vice President of Finance (501-279-8756). While employees may discuss any work-related issue with the Harding Ombudsman, reporting harassment to the Ombudsman does not constitute the reporting of harassment issues. Harding University will conduct an appropriate and timely investigation of all such reports or complaints. Any violation of the university's Harassment Policy will result in appropriate disciplinary action, up to and including discharge. The reported complaint, the investigation, and the results of the investigation will be kept in the strictest confidence, and disclosure will be limited to only those persons who are necessarily involved in the investigation and only to the extent necessary to allow a thorough and complete investigation into the complaint. Regardless of the outcome of the investigation, no employee or applicant who has complained about any form of harassment will be subject to retaliation for having filed a complaint or reported a perceived violation.

Any unwelcome, offensive conduct based upon sex, race, color, pregnancy, national origin, disability, age, or veteran status may constitute harassment. Examples of harassment include:

- A. Lewd jokes, suggestions or actions; or jokes, derogatory comments or actions based on a protected characteristic;
- B. Unwanted and offensive overt sexual approaches, such as rubbing, massaging, patting, pinching and other acts of physical contact in the workplace;

- C. Seeking sexual favors as a condition of employment or advancement or otherwise;
- D. Threatening, intimidating or otherwise pressuring an employee into sexual submission;
- E. Threatening or insulting comments or actions based on a protected characteristic;
- F. Other language, actions, displays of cartoons, symbols, photographs or graphics having sexual connotations which are unwelcome or language, actions, displays of cartoons, symbols, photographs or graphics abusing or denigrating persons based on a protected characteristic.

You are expected to immediately report any other actions of any kind which you consider to be unwelcome and offensive. Likewise, supervisors who become aware of possible harassment must report it to David Ross, Assistant Vice President for Human Resources (501-279-4930), or Tammy Hall, Vice President of Finance (501-279-8756).

## **8. Standards of Conduct**

Overall, the standards of conduct and disciplinary approach is designed to encourage Christian living and growth, the university encourages and expects employees to:

- A. Exhibit conduct consistent with the stated mission of the university,
- B. Redirect behavior towards honoring God,
- C. Pursue honesty and integrity,
- D. Encourage personal responsibility, maturity, and wellness,
- E. Strive for moral and social wellness,
- F. Protect the rights and safety of all within the community, and
- G. Serve others, consistent with the development of a servant-leadership lifestyle.

Actions such as the following are examples of behavior that violate the standards of conduct and may result in corrective action:

### **Violations of Standards of Conduct (not all inclusive)**

- Absenteeism, tardiness, or failure to observe work schedule
- Failure to maintain satisfactory performance, work habits, or proper attitude
- Insubordination or refusal to carry out instructions from supervisor or failure to perform assignments or duties
- Falsifying or unauthorized copying, using, or distributing of university records
- Knowingly or willfully making a false statement
- Unauthorized use of university property, materials, time, or equipment
- Abusing, defacing, damaging, or destroying university property or the property of others on campus
- Abusive or vulgar language, inciting conflict, or improperly interfering with others' job performance
- Violations of or failure to adhere to standards in other university policies, including but not limited to Expectations for Sexual Morality, Drug and Alcohol Use and Abuse, Weapons, Safety, Harassment, and Vehicle Use
- Gambling of any kind whether or not it is legal
- Any illegal conduct

- Conduct or teaching contrary to the published standards of the university or that detracts from the stated mission of the university
- Failure to meet the requirements in Article IV of the Articles of Agreement and Incorporation

The above list represents types of activities that could lead to corrective action. It is not all-inclusive.

### **Corrective Action Steps**

We recognize that most employees only need to receive notification of the standards to be positive and productive. There are, however, times when an employee has disregarded our standards resulting in the need for disciplinary action.

Depending on the circumstances and the infraction, a supervisor may decide on one of the following steps in the corrective process. The supervisor should work with Human Resources, and in some cases the appropriate Vice President, to ensure that the selected action is appropriate.

1. Coaching/Oral Warning - The supervisor meets with the employee in private to discuss the behavior and give suggestions on correcting the issue or improving performance. The supervisor documents the meeting.
2. Written Warning - The supervisor contacts the Office of Human Resources to get help completing a formal corrective-action document. The document will outline the behavior/performance issue and provide employee expectations. The supervisor presents the form to the employee in a private meeting with the employee.
3. Suspension or Probation - Some misconduct or repeat occurrences of lesser performance/behavioral issues may warrant placing an employee on unpaid suspension, probation, or both. This action is to ensure that the employee is fully aware of the seriousness of his or her behavior.
4. Termination - For some behaviors that are sufficiently serious, or where repeated attempts at correction are unsuccessful, termination from employment is appropriate. The Office of Human Resources will provide guidance on the decision to terminate employment. Final approval must be obtained from the appropriate vice president. The President is responsible for terminating a faculty member's employment.

Unless the employee contract states otherwise, employment is "at will" and may be terminated at any time with or without cause. The employment of any employee, including one with a written contract, may be terminated. An employee who is terminated for cause might not be considered for re-employment by the university.

When a person's employment with the University ends, his or her access to Harding University's information systems may be removed immediately.

## **9. Expectations for Sexual Morality**

Harding University expects all members of its community to live out the teachings and examples of the Bible in all matters, including human sexuality. Harding's position and policy regarding sexual behavior and gender identity/expression are rooted in God's Word as expressed in the Bible. We acknowledge how complex these matters can be, and encourage all members of the Harding community to live a chaste and moral life. Harding University views every human as an image-bearer of God, and aims to treat everyone

with dignity and respect. Furthermore, Harding University remains committed to maintaining a physically and emotionally safe campus environment for all members of its community, and will not tolerate any forms of sexual harassment, belittling, or bullying toward any person for any reason.

The following expectations and guidelines pertaining to these issues, while not exhaustive, are intended to provide clarity, direction, support, and accountability where appropriate.

### **BIBLICAL POSITION ON MARRIAGE AND SEXUAL BEHAVIOR**

In Scripture, human sexuality is portrayed as a gift from our Heavenly Father, who **instituted marriage as a covenant relationship between one man and one woman (*Genesis 2:23-24; Matthew 19:3-9; Hebrews 13:4*)**. We believe that **sexual activity outside of the marriage bond is sin (*1 Corinthians 6:18 - 20*)**. Personal behaviors that deviate from this Biblical standard include, but are not limited to: heterosexual sex outside of marriage; homosexual sex or suggestive same-sex behavior of a romantic nature; the viewing, possession, and distribution of pornographic material; lewd, indecent, or obscene conduct; and any sexual act or form of expression that disrupts the community. **Harding University cannot accept any form of sexual behavior or expression that is not consistent with our understanding of Biblical standards.**

With respect to sexual orientation, we realize that some people may be physically attracted to someone of the same sex. We make a distinction between one having such feelings and deciding to act upon them. **Consistent with our understanding of scripture (*Romans 1:26-27; 1 Corinthians 6:9-11*), we cannot accept homosexual acts or behavioral expressions suggestive of a romantic same-sex relationship.**

### **BIBLICAL POSITION ON GENDER IDENTITY**

**Harding University holds firmly to God's creation of male and female (*Genesis 1:27; 5:2*)**. From this Biblical perspective, we cannot accept or support any attempts to change one's birth sex. As such, and consistent with our deep religious convictions and values, Harding University chooses to use its facilities and programs in a manner aligned with the institution's doctrinal beliefs rooted in the Bible. This position guides our decisions regarding requests for campus housing, restroom facilities, intercollegiate athletics and extra-curricular participation, dress code, and in other matters considered relevant by the University. Furthermore, these decisions will be made in alignment with one's sex at birth.

### **ACCOUNTABILITY AND SUPPORT**

**All members of the Harding community are expected to conduct themselves morally and in alignment with Biblical standards, including one's sexual behavior.** Violations of these expectations are subject to a range of appropriate action, up to and including termination for employees of the University, and expulsion for students. In the fallen world we live in, we understand that cultural and societal influences can lead to a host of temptations, including those of a sexual nature. We offer support services and guidance for all members of our community who are interested, and implore the Harding community to represent Christ in approaching all matters with His kindness, truth, and grace.

## 10. Drug and Alcohol Use and Abuse Policy

Harding University forbids its employees from using drugs or alcohol. For this policy, the following definitions apply:

- A. **Harding employee.** Anyone assigned to job duties, whether temporary, part-time, or full-time, and is being paid for their services.
- B. **A drug.** Illegal (according to federal, state, or local law) controlled substances, including legal controlled substances prescribed to another person or obtained illegally, over-the-counter drugs taken in a dosage or in a manner other than the directions on the packaging or by a medical provider, drug paraphernalia, and chemical compounds.
- C. **Alcohol.** Any beverage, in any form, containing alcohol.
- D. **Controlled Substance.** Any drug listed in 21 U.S.C. Section 812 or federal regulations. Such drugs include but are not limited to Heroin, Marijuana, Cocaine, and PCP.

### Policies

- A. Harding University prohibits its employees from consuming, possessing, using, selling, giving, distributing, or storing alcoholic beverages or drugs on- or off-campus. Marijuana use is not permitted even when prescribed by a physician.
- B. Discipline: Please refer to the Standards of Conduct section.

### Drug Testing

We have adopted testing practices to identify employees who use illegal drugs either on or off the job. It shall be a condition of employment for all employees to submit to drug and/or alcohol testing (a) when there is reasonable suspicion, in the sole discretion of the university, to believe that the employee is illegally using drugs or under the influence of alcohol or (b) at any other time the University decides.

Employees may receive upon request a true and accurate copy of the drug or alcohol test at no charge.

### Positive Drug Test

Any employee who tests positive for illegal drugs or alcohol will be suspended without pay immediately. A positive test will be grounds for termination.

## 11. Weapons Policy

Harding University takes the safety of faculty, staff, students and visitors seriously. To promote a safe atmosphere and to help ensure a safe environment, the university has adopted a weapons-free policy.

The possession or carrying of a concealed handgun or other weapon on the grounds or in the buildings of Harding University (Searcy, North Little Rock, Rogers, Memphis), with the exception of law enforcement or authorized Harding University Public Safety Department personnel, is expressly prohibited.

## 12. Tobacco-Free Environment

Tobacco smoking and use of smokeless tobacco products have been clearly established as a preventable cause of illness. Current research indicates that secondary tobacco smoke exposure may be a health hazard to non-smokers. Harding University is concerned with the health of every employee and student,

tobacco users and non-tobacco users alike, and finds this a crucial reason for implementing a tobacco-free policy.

The use and/or possession of tobacco products by Harding employees is prohibited on university property or while using university vehicles.

It is unlawful for any employer to discriminate or retaliate in any manner against a person for making a complaint of a possible violation of the Arkansas Clean Indoor Air Act. Accordingly, any employee may report smoking violations without fear of discrimination or retaliation

### **13. Issue Resolution**

Supervisors and managers should work to create an atmosphere of trust and valued work relationships within their work units. The organization comprises a diverse array of individuals. Therefore, even within the most well-supervised departments, supervisors and employees may occasionally face misunderstandings or disagreements.

When a complaint arises, remember the following:

- A. The supervisor and the employee are not adversaries.
- B. Constructive complaints are part of the supervisor/employee communication system.
- C. Complaints help supervisors understand employees' concerns.
- D. Supervisors have the opportunity to resolve problems before they develop into a grievance.

It is in the best interest of both the university and the employee to resolve these matters as soon as possible at the lowest possible level before they become a formal grievance.

Any employee who is aware of or suspects fraud, dishonesty, deception, or other problems is encouraged to discuss such a matter first with his/her immediate supervisor.

It is the policy of the university to resolve employee grievances in a prompt, friendly, and fair manner. A systematic review process has been established as described below:

#### **Staff Employees**

##### **Step 1:**

An employee who has a serious problem about any aspect of his/her job or his/her relationship with the university may present the problem in writing to the appropriate immediate supervisor for discussion at the earliest possible time. The immediate supervisor, after obtaining the facts in writing and reviewing the problem, will promptly give the employee an answer or will notify the employee if additional time is needed to investigate the problem.

##### **Step 2:**

If the employee feels that the supervisor's answer is not satisfactory, the employee, with or without his/her supervisor, may present the problem to the department head. The department head should be sure that all efforts have been made to solve the problem including working out solutions with other departments should more than one department be involved in the matter. The department head will promptly provide the employee with an answer.

**Step 3:**

Should the employee involved be dissatisfied with the department head's answer; the employee will notify the department head and may then present the problem to the Assistant Vice President for Human Resources for review. During this presentation, the employee may act alone or with his/her supervisor and/or the department head. The Assistant Vice President for Human Resources shall conduct an informal hearing in which the employee will be permitted to state his/her grievance and present documents or other evidence. The Assistant Vice President for Human Resources shall review all the facts and circumstances and, within five days of the hearing, make a recommendation to the Vice President of Finance. The decision of the Vice President of Finance shall be final.

**Faculty Employees****Step 1:**

A faculty member who has a serious problem about any aspect of his/her job or his/her relationship with the university may present the problem in writing to the appropriate immediate supervisor for discussion at the earliest possible time. The immediate supervisor, after obtaining the facts in writing and reviewing the problem, will promptly give the employee an answer or will notify the employee if additional time is needed to investigate the problem.

**Step 2:**

If the faculty member feels that the supervisor's answer is not satisfactory, the faculty member, with or without his/her supervisor, may present the problem to the appropriate dean. The dean should be sure that all efforts have been made to solve the problem.

**Step 3:**

Should the faculty member involved be dissatisfied with the dean's answer; the faculty member will so notify the dean and may then present the problem to the Provost for review. During this presentation, the faculty member, at their discretion, may act alone or with his/her supervisor and/or the dean. The Provost shall review all the facts and circumstances with the Assistant Vice President for Human Resources, if necessary, and, within five days of the discussion, make a decision. The decision of the Provost shall be final.

No employee will be discriminated or retaliated against or in any way penalized for using the grievance process.

This procedure is not to be used for harassment issues, which must be reported and will be investigated as set forth in the Harassment Policy section of this Handbook.

**14. Confidential Matters**

Confidential matters concerning Harding University shall not be discussed by any employee with any non-authorized person. Disclosure of any information or activities which might be detrimental to the interests of the university will be justification for immediate dismissal. University mailing lists are considered confidential and should not be released unless such a release has been authorized by the President or a Vice President.

## **15. Whistleblower Policy**

Harding University is committed to providing all members of the university community, including students, faculty, staff, alumni, business partners, and guests, with a safe and productive campus experience. If any member of the university community has reason to believe or reasonably suspects that Harding University or any of its agents are involved in any activities that would be in violation of federal, state, or local laws or regulation, or would be contrary to any established university policy, that individual may report such activities without fear of reprisal or retaliation.

Any university employee with reasonable suspicion of illegal or improper activity should notify his/her immediate supervisor. If the complaint involves the immediate supervisor, the employee should contact the Vice President of his/her department. In lieu of or in addition to notification of the supervisor, any university employee with a complaint may contact the Vice President of Finance who oversees the legal responsibilities of the university.

Any university business partner, alumni, or guest with reasonable suspicion of illegal or improper activity should contact the Vice President of Finance who oversees the legal responsibilities of the university.

The university also provides a tip line for reporting improper behavior or actions. The tip-line is assessable by calling (501) 268-7237 or by visiting [www.harding.edu/DPS/tips](http://www.harding.edu/DPS/tips).

After notification of alleged illegal or improper activity, the Vice President of Finance will conduct a thorough investigation and recommend appropriate action to the President.

## **16. Use of University-Owned Vehicles**

All drivers of university-owned vehicles must be at least 21 years of age. In addition, while driving university-owned vehicles, drivers must adhere to all state laws, including, but not limited to, the seat belt law.

Employees may not talk on a cell phone while operating any motor vehicle while on university business unless it is safe to do so. Hands free should be used at all times if available. Keep calls short and do not let the conversation on the phone or with anyone in the car distract you from your main focus—driving. If traffic, road conditions, weather or anything else makes it unsafe to talk and drive, hang up.

Texting or emailing (reading or writing) while driving will result in corrective action.

The Fleet Policy administered by the Department of Public Safety may contain additional requirements. If using a Fleet vehicle, please contact the Department of Public Safety for additional information.

## **17. News Releases**

It is the responsibility of the office of University Communications and Marketing to initiate and/or respond to news media requests and to manage those interactions. The Assistant Vice President for University Communications and Marketing or a designated employee in that office is the spokesperson for the university to media representatives. When an employee or department is contacted by the news media, he or she is strongly encouraged to notify the office of University Communications and Marketing immediately, before providing any information or responding to questions as the office will assist in

interview preparation and support. For the full media policy, contact the office of University Communications and Marketing. Employees are asked to share noteworthy activities of their area with the office of University Communications and Marketing for marketing support and inclusion in press releases and news stories to promote the work of the University.

## **18. Employment of Relatives**

The University has no general prohibition against hiring relatives. However, a few restrictions have been established to help prevent problems of security, supervision, and morale.

While we will accept and consider applications for employment from relatives (close family members such as parents, grandparents, children, spouses, siblings, or in-laws), they generally will not be hired or transferred into positions where they directly supervise or are directly supervised by another close family member.

## **19. Use of University Name and Stationery**

Use of the university name for commercial, organizational, personal, or political purposes is strictly forbidden. Any proposed use of the university name that seems at all questionable should be approved in writing by the President of the university. Also, any instance of improper use should be reported to the President of the university. University stationery is for official use only and should never be used for personal correspondence.

## **20. E-mail Policy**

Harding University recognizes that electronic mail has the potential to improve communications between staff and students as well as with external organizations. However, there is the potential for abuse of electronic mail, which needs to be recognized and addressed. Harding University's e-mail policy and other IT policies can be found on the Information Systems & Technologies website.

Upon an employee's termination, the university will remove an individual's access to his or her harding.edu email per IS&T policy. Therefore, employees are encouraged to use an alternative email address for personal messages.

## **21. Workers' Compensation**

Harding University provides Workers' Compensation coverage for all of its employees who sustain compensable injuries or illnesses in the course of and arising out of their employment. This coverage is provided at no cost to the employee. Temporary disability benefits are provided in accordance with state law. Compensation benefits also include the payment of medical bills incurred as a result of a compensable on-the-job injury or illness.

Medical treatment relating to the injury must also be approved by the Office of Human Resources. When the medical treatment is approved, payment is made to the medical service.

### Employee Responsibility

- A. It is the responsibility of the employee to notify his or her supervisor immediately or as soon as possible of all work-related injuries or illnesses. Failure to do so may affect benefits under Workers'

Compensation.

- B. Obtain Form 1 and Form N from your supervisor or the Office of Human Resources. Form N notifies the employee of his or her rights and obligations regarding medical treatment.
- C. If the injury requires a physician visit, notify the Office of Human Resources and an appointment will be made for you with a university-approved provider.
- D. You must have a release to return to work from the treating provider which details at what level you can return to work.

## **22. Workplace Safety**

All employees have a role and responsibility in keeping our campus, your workplace, safe. To that end, you should be alert to safety hazards and correct minor issues if doing so does not put you in danger. This might include picking up a tripping hazard or wiping up a spill. Report other safety hazards to the appropriate official. For example, report a slip, trip or fall hazard to maintenance. Report a suspicious person to the Department of Public Safety.

If you become injured or witness an injury during your work hours, report it immediately to the Office of Human Resources or the injured employee's immediate supervisor in person or by phone. If the injury occurs outside of normal business hours, notify your supervisor immediately. All employees exposed to human blood or other body fluids must report the incident as soon as possible to their immediate supervisor and fill out an "Exposure Record Form."

You are to render any assistance requested by the university. Any questions asked by law enforcement or fire officials making an investigative report should be answered, giving only factual information and avoiding speculation. Do not admit fault, but state only facts. Fault is a legal conclusion based on the facts and will be determined by the appropriate authorities.

## **23. Travel Policy**

The university will reimburse employees for reasonable travel expenses incurred in connection with the performance of his or her job. Reasonable expenses include transportation, lodging, meals, tolls, tips, mass transit fares, etc. To qualify as non-taxable, the reimbursement must be for a bona fide business expense and must be properly substantiated. If you need to travel for business purposes and/or have business related travel expenses to submit, please review the Travel Policy located on Pipeline. The policy can be found under the Administration bar in the Financial Policies and Forms block.

## **24. Children of Faculty & Staff on Campus**

Harding University strives to provide a family-friendly work environment. However, safety and productivity are primary concerns when considering the presence of children on campus.

In consideration of the general business activities of the university the following guidelines should be observed with regard to children on campus:

- A. Infant, toddler, and pre-school age children are not to be brought to work on a regular basis in lieu of appropriate childcare. This includes school age children when school is not in session.

- B. School age children, may be brought to campus following the dismissal of the school day if the following conditions are met:
  - 1. The children are primarily self-sufficient and do not require constant supervision;
  - 2. The children do not interfere with the daily work requirements of the employee; and
  - 3. The children do not interfere with the work of others on campus.
- C. Employees must always obtain supervisory approval prior to bringing children into the workplace.
- D. Employees are responsible for supervising their children.
- E. In the case of an emergency, a child may be brought to campus for a brief period in order for a situation to be resolved. If the situation cannot be resolved quickly, then the employee must make other arrangements or be absent from work for the remainder of the day. Appropriate accrued paid leave must be used to cover the absence.

## **25. Pets on Campus**

For the purpose of this policy, pets are defined as any domestic or tamed animals, birds, snakes, reptiles and amphibians, unless specifically exempted below:

- 1. Pets are prohibited from being in offices, classrooms, hallways, and all other areas in any academic or administrative building.
- 2. Pets on university grounds shall not be left unattended and must be maintained on a leash.
- 3. Any employee bringing a pet onto the grounds is expected to clean up after his or her pets and not cause additional work for custodial or maintenance personnel.
- 4. Service animals are exempt from this policy if the employee has a documented disability with the Office of Human Resources.
- 5. Animals that are officially part of the university's teaching, research, or clinical programs are exempt from this policy.

## **26. Copyright Policy**

The University is committed to promoting a culture of respect for intellectual property rights and ensuring that our community understands and complies with copyright laws. Our policy outlines the institution's stance on copyright infringement, the penalties for violations, and the available legal alternatives for obtaining copyrighted material. All members of the University community are expected to understand and adhere to the copyright policy to avoid the serious consequences associated with copyright infringement.

The complete policy is located in the Consumer Information section of our website and can be accessed using the following link: <https://www.harding.edu/consumer-info/copyright/>

For questions regarding copyright laws or this policy, please contact the University's Office of the Chief Legal and Compliance Officer or the Brackett Library staff.

## **SECTION II – EMPLOYMENT PROCEDURES & POLICIES**

### **1. Employment Procedures**

In order for the university to comply with Equal Employment Opportunity regulations, all applicants (except faculty) seeking employment must be directed to the Office of Human Resources.

All staff employees are hired on an at-will basis with each person's employment for no specific term. Harding University reserves the right to terminate the employment relationship at any time.

Faculty employees are hired through the Provost Office and are given a faculty employment contract. The rank, length of service, initial salary, and other conditions of employment shall be stated in writing and signed by both the representative of the university and the faculty member accepting the contract. The categories of appointment include temporary, fixed-term, and permanent.

If an employee's position requires that he or she be a member in good standing of a church of Christ, the employee will be expected to maintain that standing with a congregation that has a core belief system as reflected in this Handbook throughout the term of his or her employment.

The Office of Human Resources, with the assistance of department supervisors, is responsible for determining a position's definition, classification, and benefit category. The Provost Office is responsible for designating a position as faculty.

### **2. Employment Definitions and Categories**

#### **Employment Definitions**

- A. **Exempt Employees.** Employees whose positions meet specific tests from the Fair Labor Standards Act (FLSA) and who are exempt from overtime pay and time sheet requirements.
- B. **Nonexempt Employees.** Employees whose positions do not meet exemption tests from the FLSA and who are paid at time and one-half of the normal pay for hours worked in excess of forty hours per week.
- C. **Temporary Employees.** Employees hired for a pre-established period, usually for peak workloads, for vacation relief, or for replacement of employees on an excused leave of absence. Temporary employees are limited to 28 hours per week (exceptions must be approved by the appropriate Vice President and the Office of Human Resources). Temporary employees are not eligible for university benefits other than the retirement plan. Please refer to appropriate plan document for additional information.
- D. **Student Employees.** Individuals admitted to Harding University for the primary function of being an undergraduate or a graduate student, and who simultaneously are employed, will be classified as student employees. (Exceptions must be approved by the appropriate Vice President). Student employees are not eligible for university benefits and hours worked per week should be limited to 20 hours during academic periods.
- E. **Retiree.** An active Harding employee may become a retiree if his or her years and months of age plus his or her years and months of service (no less than 15 Years of Service) equal or exceed 80. Of the Years of Service, 10 must be consecutive Years of Service immediately preceding his or her last day of employment. (Benefits available to retirees are subject to the governing plan document.)

- F. At-Will. Unless your employment contract states otherwise, the employment relationship is based on the mutual consent of the employee and the university and is considered "at-will." Accordingly, either the employee or the university can terminate the employment relationship at will at any time, with or without cause.

### **Employment Categories**

#### Group I Employees (Exempt or Nonexempt)

Group I position include full-time, half-time, part-time, adjuncts, and temporary employees who are not eligible for university benefits.

#### Group II Employees (Nonexempt)

Group II employees are scheduled to work 20 – 40 hours per week and according to Wage and Hour regulations are required to complete time sheets.

#### Group III Employees (Exempt or Nonexempt)

Group III employees are salaried staff members. According to Wage and Hour regulations, exempt employees are not required to complete time sheets. However, Group III non-exempt employees will be required to maintain time records for overtime purposes and submit them to the Office of Human Resources as instructed.

#### Faculty (Exempt)

These are employees who are designated by the Provost and whose primary responsibility is teaching. Faculty includes 9-month faculty, 12-month faculty, and administrative faculty and are under a faculty contract.

#### Affiliated Faculty

An individual who is not an employee of the university but has an ongoing relationship with the university that can include but is not limited to teaching, research, or service. An affiliated faculty member is not compensated for their service and is not eligible for any University benefits.

### **3. Work Schedule**

Campus offices/departments are normally open Monday through Friday from 8:00 am to 5:00 pm. A staff employee's work schedule typically falls within that range but can be different based on departmental needs and employee classification. A faculty member's work schedule varies as determined by class schedule, office hours, committee and service responsibilities.

### **4. Time Records and Overtime**

Consistent with the FLSA, the university keeps a record of all hours worked so that non-exempt employees can be paid minimum wage, and paid for time worked in excess of forty hours per week. The employee must record hours worked, paid and unpaid time off, and actual start and finish time for each day.

A full work week consists of forty hours. Time worked in excess of forty hours is overtime and is paid at time and one-half of the normal pay rate. Paid vacation, holiday, and sick leave hours are not considered

to be hours worked when computing overtime pay. Equivalent time off for overtime is authorized if taken in the same week overtime hours were worked.

Supervisors may authorize reasonable amounts of overtime to meet operational needs. Employees may not unilaterally determine the need for overtime; however, unauthorized overtime must be reported and paid. Due to the nature of our mission, the ability to work overtime is an essential function of every position. To determine overtime hours, all hours a non-exempt employee works for the university must be counted.

Paper time records must be approved by the employee's immediate supervisor and submitted to the Payroll Office no later than noon on the Monday of a payroll week. Electronic time records must be submitted for approval by 10:30 am on the Monday of a payroll week and approved by the supervisor no later than 10:30 am on Tuesday of the same week.

No non-exempt employee may be asked to work "off-the-clock." If you are asked to do so, report this immediately to the Office of Human Resources or the tip line. Any supervisor asking an employee to work without pay and the employee who does so will be subject to corrective action.

## **5. Exempt Employee Salary Deductions**

Exempt employees receive a predetermined salary on a weekly basis for any week in which they work without regard to the number of days or hours worked in the week.

Salary deductions will not be made if:

- A. The university reduces the days or hours in an employee's weekly schedule due to operating reasons (e.g., insufficient work); or
- B. An employee is serving as a juror or subpoenaed witness or is on temporary military leave (although the university may offset any monies received while on leave).

Salary deductions may be made if:

- A. The employee is absent from work one or more full days for personal reasons other than sickness or disability (subject to the university's vacation policy);
- B. The employee is absent from work one or more full days due to illness, disability, or injury and does not qualify for paid leave under the university's sick leave policy;
- C. The employee takes unpaid leave under the Family and Medical Leave Act (FMLA);
- D. The employee violates a safety rule of significance. A deduction as a penalty may be made in the amount consistent with university policy;
- E. The employee is absent from work one or more full days due to disciplinary suspension for violating a written workplace-conduct rule; or
- F. An employee's start or end date does not occur at the beginning of the work week.

This policy and practice does not impact the use of vacation. Exempt employees who take off work for personal pursuits must submit vacation for time away from work.

If at any time, an improper deduction from an employee's wages is made, report it immediately to the Office of Human Resources.

## 6. Pay Periods and Pay Deductions

Faculty and most salaried exempt employees will be paid on the last business day of each month. Pay for nine-month faculty will be spread evenly over a twelve-month period beginning with his or her contract date. Hourly paid employees and certain salaried employees (as determined by state regulations) are paid on a bi-weekly basis. Employees are encouraged to have their pay electronically deposited.

The employee may authorize deductions for fringe benefit programs or for other deductions such as a gift to the university, a United Way contribution, a credit union payment, tuition payment, etc.

If an employee has questions about a paycheck, direct deposit, or any deductions, he or she may contact the Payroll Department.

## 7. Job Classification and Pay Rate

Harding University evaluates all staff positions for exempt status determination and appropriate compensation based on job responsibilities and comparable data. This process focuses solely on job content and not the individual.

Pay scales determine the starting rate of pay for new hires, changes in pay due to reclassification of a current position, and any changes in pay as the result of a promotion, demotion, or transfer.

## 8. Job Postings

All Group II and Group III staff positions (except major administrative positions reporting to a Vice President or above) shall be posted internally for a minimum of five working days before a final selection and appointment is made. Employees interested in a posted position should file a transfer request with Human Resources within the 5 day posting period for the request to be considered.

## 9. Departmental Transfers

The university supports filling job vacancies from within whenever qualified employees are available. A non-exempt employee must have been in his or her current job six months before requesting a transfer. An exempt employee must have been in his or her current job one year before requesting a transfer. Exceptions must be beneficial to the university and approved by the appropriate member of the cabinet.

Transfers are classified in two manners. A **voluntary transfer** occurs when an employee moves into a position with a different department. Based upon the pay grade of the new position, the transfer may result in a decrease, increase, or no change in pay. Final pay rate will be determined by the Office of Human Resources based on Harding University compensation policies.

**Administrative transfers** are planned administrative actions taken to effect organizational changes and are not considered disciplinary. These may be necessary to improve efficiency or may be due to fiscal constraints. Involuntary reassignment or reclassification involving movement to a lower pay grade will not result in a lower pay rate.

It is the responsibility of the employee who wishes a transfer to advise his or her immediate supervisor before scheduling an interview with another departmental supervisor. As a courtesy, a departmental

supervisor should contact an employee's supervisor to inform them that they plan to interview an employee from their department.

## **10. Appearance**

Employees must project a modest and professional image in the workplace manifested by the personal pride taken in dressing appropriately for his/her department and job duties and/or as deemed appropriate by the employee's supervisor.

## SECTION III - EMPLOYEE BENEFITS

### 1. Introduction

Some employee benefits (e.g., retirement and insurance) are governed by formal documents such as a Plan Document or Summary Plan Description (SPD). If the overview of such a document here conflicts with those documents, the Plan documents take precedence. Group I employees, including adjuncts, are not eligible for benefits unless specifically noted.

### 2. Holidays

**Nine-Month Faculty** observe the following academic breaks:

- Martin Luther King, Jr. Day
- Spring Break (Monday through Friday)
- Fall Break Day
- Thanksgiving Week (Monday through Friday)
- University determined Christmas Break (after graduation and fall grades are submitted until first day of spring semester)

**Administrative Faculty, 12-Month Faculty, Group II Staff, and Group III Staff** employees are granted the following holidays with pay:

- Martin Luther King, Jr. Day
- Spring Break (Monday & Tuesday)
- Memorial Day
- Independence Day
- Labor Day – *Harding Academy Only*
- Fall Break Day – *Harding University Only*
- Thanksgiving (Wednesday through Friday)
- University determined Christmas/New Year Break (communicated in advance by the administration)

The following rules apply to the use of Holiday pay.

1. Except for authorized absences (vacation, sick leave, or other paid leave) employees must work the scheduled work day prior to and following a holiday in order to receive payment for the holiday.
2. An employee who is leaving employment due to retirement or voluntary termination whose termination date will occur during a holiday will receive holiday pay through the termination date or the end of the calendar month, whichever occurs first.
3. When a holiday falls during an authorized absence such as sick leave, vacation time, or other paid leave, the time shall be charged as a paid holiday.
4. Holidays which fall on Saturday will be given on Friday while holidays which fall on Sunday will be given on Monday.
5. Employees who are required to work on a holiday will be granted equivalent vacation leave to be scheduled with the employee's immediate supervisor.
6. Eligible part-time employees receive pro-rated holiday pay.

### 3. Vacation

Harding University provides vacation time for Administrative Faculty, 12-Month Faculty, Group II Staff employees, and Group III Staff employees.

#### **Administrative & 12-Month Faculty**

Administrative and 12-month faculty members accrue 160 hours of vacation each calendar year. The time is accrued on a monthly basis and may be taken as it is accrued.

1. A limit of one year's accrual can be carried into the next calendar year (160 hours).
2. Faculty are to schedule their vacation time with their supervisors at a mutually convenient time consistent with the operating needs of the department. Vacation for faculty is requested via an online Vacation Request Form.
3. Vacation time is not applied to holidays that occur within a faculty member's scheduled vacation period.
4. Unused vacation (up to 160 hours) will be paid to faculty members upon voluntary separation if they have provided a two-week notice and properly submitted vacation time used while employed. Pay will be computed based on the rate earned at the time of separation. Vacation pay cannot be used to extend employment.

#### **Group II & Group III Staff Employees**

Group II employees are awarded vacation time on the number of actual hours worked, up to a maximum of 80 hours per pay period. Group III employees are awarded a specific number of hours per month based on their length of service. Vacation time may be taken as it is awarded. Vacation time is not awarded to Harding Academy teachers.

The vacation factor is determined by an employee's continuous length of service with the university. Full-time staff accrue vacation time at the following rates:

<b>Length of Service</b>	<b>Yearly Equivalent</b>
Hire date through 6 years	80 Hours
7 – 14 Years	120 Hours
15+ Years	160 Hours

1. For part-time employees, the above chart will be prorated based on actual hours worked for Group II employee or a percentage of full-time employment for Group III employees.
2. A limit of one year's accrual can be carried into the next calendar year (80 hours, 120 hours, or 160 hours).
3. Employees are to schedule their vacation time with their supervisors at a mutually convenient time consistent with the operating needs of the department. Vacation time for hourly paid employees is reported on the weekly timesheet. Vacation for salaried employees is reported by a Vacation Request Form.
4. Vacation time is not applied to holidays that occur within an employee's scheduled vacation period.

5. Unused vacation time, up to one year equivalent, will be paid to employees upon voluntary separation provided they have provided the required two-week notice and have, throughout their period of employment, submitted proper vacation documentation. Pay will be computed based on the rate earned at the time of separation. Vacation time cannot be used to extend employment.

## **4. Retirement Plan**

Harding University offers a 403(b) defined contribution retirement plan with TIAA.

### **Elective Deferrals**

All employees are eligible to make elective deferral contributions immediately upon hire. Deferrals are made as a percentage of pay and can be designated as pre-tax, Roth, or a combination of the two.

### **Matching Contributions**

Matching contributions on an elective deferral are available to employees who have completed one year of service, working at least 1,000 hours, with the university. Once the eligibility requirements are met, the university will match contribution amounts of not less than 1% and no more than 10% of salary in even one percent increments. Even if eligible, amounts more than 10% will be unmatched elective deferrals. Adjunct faculty are not eligible for matching contributions.

Please refer to the Retirement Plan Summary Description, Harding University Employee Benefit Guide or contact the Office of Human Resources for information on this benefit.

## **5. Insurance Plans**

Harding University offers various insurance plans, including, health insurance, dental insurance, vision insurance, life and accident insurance, long-term disability insurance, and critical care and cancer insurance. Please contact the Office of Human Resources for information on each benefit.

## **6. Educational Opportunities and Tuition Discount**

### **Tuition Discount Policy**

Harding University offers tuition discounts to Harding Academy and University undergraduate programs and certain graduate programs for eligible employees, their spouse, and their qualified dependents at the following discount levels:

100% Employee/Spouse & 75% for qualified dependents

- Faculty members and Harding Academy Teachers with a minimum 75% teaching load and/or effort contract.
- Group II or Group III staff employees scheduled to work 1,500 or more hours annually.

60% Employee/Spouse & 50% for qualified dependents

- Faculty members and Harding Academy Teachers with a minimum 50% teaching load and/or effort contract
- Group II or Group III staff employees scheduled to work between 1,300 and 1,499 hours annually.

An eligible child is defined as:

- A. A biological or legally adopted (or placed for adoption) child, including a married child, but not the spouse of a married child. In order for the benefit to be non-taxable, the child must meet the dependent requirements established by U.S. Code Section 152.
- B. A stepchild who is a dependent under U.S. Code Section 152 in all years and is claimed as a dependent by the employee at a minimum of every other tax year.
- C. A foster child who is a dependent under U.S. Code Section 152 and had been living in the home of the employee for a period of six months or greater.
- D. A child for who an employee has legal guardianship.

Each semester all eligible employees who wish to receive the discount are required to complete an Application for Tuition Discount form from the Office of Human Resources. The form can be found on Pipeline under Human Resources.

#### **Change in Full-Time Status**

If a Group II Staff Employee, Group III Staff Employee, or Faculty member has qualified for retiree benefits and continues to work for the university, the tuition discount will remain available even if the individual no longer meets eligibility requirements.

#### **Covered Graduate Programs (list subject to change)**

- College of Arts & Sciences – Masters of Arts in History
- College of Arts & Sciences – Grad Cert Program in Translation
- College of Arts & Sciences – Kinesiology & Sport Administration
- College of Business Administration – MBA-MSIS
- College of Business Administration – Grad Cert Program MBA or MSIS
- College of Education – Masters
- College of Education – Specialist
- College of Education – Grad Cert Program and Endorsements
- Harding School of Theology

#### **Excluded Programs or Services (list subject to change)**

- Graduate Programs Not Listed Above
- Harding Academy Pre-Kindergarten school
- Private Voice and Musical Instrument Lessons
- Independent study
- Class fees

#### **Taxable Income**

An employee will not be taxed for tuition reduction for undergraduate courses, unless the tuition reduction is being utilized by a non-dependent child of the employee. An employee will be taxed on tuition assistance for graduate level courses, unless, the assistance meets the requirements of the Educational Assistance Program, is being utilized by the employee, and does not exceed \$5,250 per year.

### **Coordination of Tuition Discounts and Academic Scholarships**

If your child receives an academic scholarship and/or any other scholarship funded by Harding University (i.e. Music, Debate, Band, Bible, Nursing, Departmental, Trustee Scholar, National Merit, etc.) in addition to an employee tuition and technology fee discount, we want you to be aware of the way these funds will be applied to your child's account. According to university policy, your son or daughter will be charged the full price of tuition and technology fee, then the 75% discount will be applied to reduce both the tuition and technology fee owed. Your child will owe the remaining 25% tuition and technology fee plus any other expenses such as class fees, recording fees, room and board, books, etc.

If your child receives an Academic Scholarship, the value of that scholarship is reduced by the 75% tuition discount benefit resulting in a 25% value of the original scholarship amount. The value of a Department Scholarships has no reduction. However, the maximum amount of Harding-funded aid (i.e. discounts, scholarships, grants, etc.) will be limited to the cost of full tuition.

For clarification on how scholarships and discounts are applied to tuition, contact Financial Aid and/or the Office of Admissions.

### **Employee Enrollment in Courses for Credit or Audit**

Full time employees may audit or take for credit undergraduate or graduate classes under the tuition discount benefit. The maximum credit hours allowed per semesters are as follows:

Fall Semester – 6 total hours

Spring Semester – 6 total hours

Summer Semester (includes Intersession, Summer I, & Summer II) – 9 total hours

Any credit hours above the maximum will be at the expense of the employee, unless the course work is part of an employee's work assignment with Harding.

The enrollment in and the tuition benefit for such a course must be approved by the employee's supervisor to ensure that enrollment in the course will not interfere with the effective performance of the assigned duties and responsibilities of the employee.

To obtain the appropriate tuition discount, the employee must submit an Application for Tuition Discount form. The Office of Human Resources will contact the employee's supervisor for approval. Full-time Group II or Group III employees who are approved to audit or take a class for credit will receive a tuition discount up to the limit defined above.

**Time spent in class is not part of the employee's work schedule;** therefore, one of the following must apply:

1. The course(s) must be taken outside scheduled work hours.
2. An equivalent adjustment must be made in the employee's work schedule.
3. The employee will take vacation time to attend the class(es).
4. An equivalent adjustment must be made in the employee's pay.

## **7. Identification Card Benefits**

Faculty, Group II Staff Employees, Group III Staff Employees, and Adjuncts are eligible to receive a photo identification card. During the new employee orientation, the employee will receive from the Office of Human Resources an authorization for the card to be made. The identification card may be used for the following purposes:

- A. Gaining admission to all Harding University and Harding Academy athletic events (except tournaments or playoffs).
- B. Checking out university library books.
- C. Gaining entrance to university pools, racquetball courts, and the weight room.
- D. Harding University Bookstore (HUB) discount of 10% on most items, excluding textbooks.

### **Activity Cards**

Faculty, Group II Staff Employees, Group III Staff Employees, and Adjuncts may receive activity cards for a spouse and dependent children living at home to receive the identification card benefits listed above. An employee must present his or her ID card in person when picking up an activity card in the Office of Human Resources.

## **SECTION IV – LEAVE POLICIES & PROCEDURES**

### **1. Family and Medical Leave Policy**

Harding University provides eligible employees with time off without pay consistent with the Family and Medical Leave Act (FMLA) of 1993, as amended.

#### **Definitions**

- A. **Personal Medical Leave.** Personal Medical Leave is defined as an approved absence available to an eligible employee for up to twelve (12) weeks of unpaid leave in any twelve (12) month period when the employee is unable to perform the functions of his or her job because of a serious health condition. The twelve (12) month period is determined by using a “rolling” twelve (12) month period measured backward from the date the employee uses any FMLA leave. This means that at no time may you take more than twelve (12) weeks of FMLA leave in a twelve (12) month period.
- B. **Family Medical Leave.** Family Medical Leave is defined as an approved absence available to an eligible employee of up to twelve (12) weeks of unpaid leave in any twelve (12) month period to care for a family member if that family member has a serious health condition.
- C. **Family Care Leave.** Family Care Leave is a leave for reason of:
  - 1. The birth of a child of the eligible employee.
  - 2. The placement of a child with an eligible employee in connection with the adoption or state-approved foster care of the child by the employee.
  - 3. The serious health condition of a family member.

#### **Conditions of Leave**

Requests for FMLA Leave are contingent upon a determination by the university that the employee is eligible for FMLA Leave. An eligible employee is an employee who has been working for at least twelve (12) months in total and must have worked at least 1,250 hours during the twelve (12) month period prior to the request for leave. This includes a determination of eligibility and certification that the medical condition qualifies.

The university will require proof of necessity for family or medical leave by a health care provider on forms provided by the university.

Medical certifications must be submitted within fifteen (15) days of the date requested by Harding.

#### **Procedures**

There are very specific procedural requirements under the FMLA. If you have any questions about the FMLA, believe you may be entitled to or qualified for FMLA, or wish to request FMLA leave, contact the Office of Human Resources. The Office of Human Resources will provide additional details of the eligibility provisions of the FMLA and will provide all necessary notices and forms. Employees who wish to apply for FMLA leave must complete the Request for Family or Medical Leave forms provided by the Office of Human Resources.

### **Status of Employee Benefits During Leave**

- A. Group Insurance Coverage. An eligible employee who is granted an FMLA Leave may continue his or her group insurance coverage by arranging to pay his or her portion of the premium contribution during the leave.
- B. Group Health Benefits. An eligible employee will be required to continue to pay his or her share of group health benefit costs during leave. The eligible employee shall contact the benefits specialists in the Office of Human Resources to arrange to pay his or her share of group health benefit costs.
- C. Recovery of premiums. If an eligible employee elects not to return to work upon completion of an approved unpaid leave, the university may recover from the eligible employee the cost of any premiums paid to maintain the eligible employee's coverage, unless the failure to return to work was for reasons beyond the eligible employee's control. Benefit entitlements based upon length of service will be calculated as of the last paid work day prior to the start of the unpaid leave.
- D. Accrued Employment Benefits. An eligible employee on leave will not lose any employment benefits accrued prior to the leave, unless a benefit is used by the eligible employee during the leave, such as accrued paid vacation.
- E. No Additional Benefits or Holiday Pay. An eligible employee on leave accrues or receives no additional seniority or employment benefits during any period of unpaid leave.
- F. Tuition Discounts. Eligibility for tuition discounts as stated under Tuition Discount in this Handbook shall not be affected by an Eligible Employee being granted an approved leave under this policy.

### **Substitution of Other Paid Leave**

An eligible employee may elect or the university may require an employee to substitute any awarded paid vacation leave, unused sick leave, or other paid employment leave benefits for any part of the twelve (12) weeks of FMLA Leave. Paid leave must be taken consecutively and not spread throughout the FMLA leave period.

### **Employment Restoration**

- A. Restored to Same or Equivalent Position. An eligible employee who takes FMLA Leave is entitled upon return from such leave to be restored to the same position of employment as held when the FMLA leave began or to be restored to an equivalent position with equivalent employment benefits, pay, and other terms and conditions of employment.
- B. Exception. An exception to the employment restoration provisions of this policy will be made if the eligible employee on leave is a salaried employee and is among the highest paid ten percent (10%) of the organization's employees within seventy-five (75) miles, and restoring employment of the eligible employee would result in substantial economic injury to the university. In this situation, however, the eligible employee will be notified of the university's intent to deny restoration and will be given an opportunity to return to work before the end of the planned leave.
- C. Release from Health Care Provider. A release from the health care provider may be required if the eligible employee is returning from FMLA Leave of three or more days.

## General Provisions

- A. **Notification and Reporting Requirements.** When the need for leave can be planned, such as for the birth or placement of a child or for scheduled medical treatment, the eligible employee must provide at least 30 days' advance notice. If 30 days' notice is not feasible, the employee must inform us of the need as soon as possible, which is usually the day the employee learns of the need or the next business day and make efforts to schedule the leave to minimize disruption to the university's operations. In cases of illness, the eligible employee will be required to report periodically on his or her leave status and intention to return to work.
- B. **Problem Resolution.** It is the policy of the university not to discharge or discriminate against any employee exercising his or her rights under the FMLA. If you think you have been treated unfairly, contact the Assistant Vice President for Human Resources.

## Genetic Information

To the extent applicable, the Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits us from requesting or requiring genetic information of you or your family members, except as specifically allowed by GINA. To comply with GINA, do not provide any genetic information to Human Resources when seeking an accommodation. 'Genetic information,' as defined by GINA, includes:

- your family medical history;
- the results of your or your family members' genetic tests;
- the fact that you or your family member sought or received genetic services; and
- genetic information of a fetus carried by you or your family member or an embryo lawfully held by you or your family member receiving assistive reproductive services.

## MILITARY FAMILY LEAVE

Eligible employees may take up to twelve (12) weeks of job-protected leave in the applicable 12-month period for any "qualifying exigency" arising out of the active duty or call to active duty status of a spouse, son, daughter, or parent. Eligible employees may also take up to 26 weeks of job-protected leave in a single 12-month period to care for a covered service member with a serious injury or illness.

To be eligible for these benefits, an employee must:

- have worked for the University for a total of twelve (12) months;
- have worked at least 1,250 hours over the previous twelve (12) months; and
- work at a location where at least 50 employees are employed by the employer within 75 miles.

**Military Caregiver Leave:** A covered service member is a current member of the Armed Forces, including a member of the National Guard or Reserves, who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness and who is the spouse, child, parent or next of kin of the employee. A serious injury or illness is one that was incurred by a service member in the line of duty on active duty that may render the service member medically unfit to perform the duties of his or her office, grade, rank, or rating. The single 12-month period for leave to care for a covered service member with a serious injury or illness begins on the first day the employee takes leave for this reason and ends twelve (12) months later,

regardless of the 12-month period established by the University for other types of FMLA leave. An eligible employee is limited to a combined total of 26 workweeks of leave for any FMLA-qualifying reason during the “single 12-month period.” Only 12 of the 26 weeks total may be for an FMLA-qualifying reason other than to care for a covered service member.

**Qualifying Exigency Leave:** An eligible employee may take a total of twelve (12) workweeks of unpaid leave during the 12-month period established for FMLA leave for qualifying exigencies arising out of the fact that the employee’s spouse, child, or parent is on active duty, or has been notified of an impending call or order to active duty, in support of a contingency operation. Qualifying exigency leave is available to an immediate family member of a military member in the National Guard or Reserves; it does not extend to family members of military members in the Regular Armed Forces.

Qualifying exigencies include:

- Issues arising from a covered military member’s short notice deployment (i.e., deployment on seven or less days’ notice) for a period of seven days from the date of notification;
- Military Events and related activities, such as official ceremonies, programs, or events sponsored by the military or family support or assistance programs and information briefings sponsored or promoted by the military, military service organizations, or the American Red Cross that are related to the active duty or call to active duty status of a covered military member;
- Certain childcare and related activities arising from the active duty or call to active duty status of a covered military member, such as arranging for alternative childcare, providing childcare on a non-routine, urgent, immediate need basis, enrolling or transferring a child in a new school or day care facility, and attending certain meetings at a school or a day care facility if they are necessary due to circumstances arising from the active duty or call to active duty of the covered military member;
- Making or updating financial and legal arrangements to address a covered military member’s absence;
- Attending counseling provided by someone other than a health care provider for oneself, the covered military member, or the child of the covered military member, the need for which arises from the active duty or call to active duty status of the covered military member;
- Taking of up to five days of leave to spend time with a covered military member who is on short-term temporary, rest and recuperation leave during employment;
- Attending to certain post-deployment activities, including attending arrival ceremonies, reintegration briefings and events, and other official ceremonies or programs sponsored by the military for a period of 90 days following the termination of the covered military member’s active duty status, and addressing issues arising from the death of a covered military member;
- Any other event that both you and the University agree is a qualifying exigency.

Spouses employed by the University are limited to a combined total of 26 workweeks in a “single 12-month period” if the leave is to care for a covered service member with a serious injury or illness.

Leave may be taken intermittently whenever medically necessary to care for a covered service member with a serious injury or illness. Leave also may be taken intermittently for a qualifying exigency arising out of the active duty status or call to active duty of a covered military member. When leave is needed for planned medical treatment, the employee must make a reasonable effort to schedule treatment so as

not to unduly disrupt university operations.

Any paid leave available to the employee will run concurrently with this leave.

### **Notice Requirements**

Employees seeking to use military caregiver leave must provide at least 30 days advance notice of the need to take leave for planned medical treatment for a serious injury or illness of a covered service member. If leave is foreseeable but 30 days advance notice is not practicable, you must provide notice as soon as practicable – generally, either the same or next business day.

An employee must provide notice of the need for foreseeable leave due to a qualifying exigency as soon as practicable. When the need for military family leave is not foreseeable, you must provide notice to the University as soon as practicable under the facts and circumstances of the particular case.

### **Certification Requirements**

Also, you must provide the following documentation for:

- leave for a qualifying exigency: a copy of the covered military member's active duty orders and certification providing the appropriate facts related to the particular qualifying exigency for which leave is sought, including contact information if the leave involves meeting with a third party;
- leave to care for a covered service member with a serious injury or illness: a certification completed by an authorized health care provider or by a copy of an Invitational Travel Order (ITO) or Invitational Travel Authorization (ITA) issued to any member of the covered service member's family.

## **2. Organ and Bone Marrow Donor Leave**

In addition to any medical, personal, or other paid leave, the university will grant an employee an unpaid leave of absence to allow the employee to serve as an organ donor or a bone marrow donor. The employee must request this leave of absence in writing. The leave will be equal to the time requested by the employee or ninety (90) days, whichever is less. This leave shall not apply if the employee is eligible for FMLA leave.

## **3. Nursing Mothers**

Nursing mothers will be allowed reasonable unpaid break time to express breast milk. This may run concurrently with other paid or unpaid breaks already provided. If the employee's workspace is not private and secure, we will make a reasonable effort to provide a location where the mother may express. Employees shall make reasonable efforts to minimize disruption of university operations.

## **4. Sick Leave Policy**

### **Group II Employees**

Group II employees can accrue up to 10 sick days per calendar year and may maintain a regular sick leave balance of up to 15 days. Sick leave is available only for those days the employee is regularly scheduled to work.

#### **A. Regular Sick Leave**

Regular Sick leave may be granted as follows:

1. The employee is temporarily disabled from performing his or her job duties.
2. A pregnant employee, shall be entitled to paid sick leave, by providing the documentation required under subpart (A)(5) of this sick leave provision. If such employee is entitled to FMLA leave in excess of all available paid sick leave (regular sick leave and any banked sick leave), the employee may elect to take any available vacation or unpaid leave.
3. The employee or a Family Member (as defined under the FMLA as spouse, child, or parent) has a medical or dental appointment.
4. The employee's assistance is medically necessary for a Family Member (as defined under the FMLA) with a serious health condition, as defined under the FMLA. An employee may apply for unpaid leave under the FMLA even if all sick leave balances have been exhausted.
5. The employee's immediate supervisor is informed within one hour after the employee is scheduled to work.
6. In order to receive sick leave, the employee may be required to provide supporting documentation satisfactory to the university.

Regular sick leave may not be granted for the following:

1. Vacation or to extend vacation time.
2. A holiday that occurs during a period of sick leave as the absence will be considered as a paid holiday.
3. Absences related to an injury or illness attributable to employment at the university or elsewhere, for which weekly benefits are paid under the Workers' Compensation Act.

#### B. Banked Sick Leave

After the 15-day maximum of regular sick leave has been reached, any additional accrued sick leave, up to a maximum of 23 weeks, will be banked for an employee to use if the employee, the employee's spouse, the employee's child, or the employee's parent incurs a serious health condition as approved and defined by the Family and Medical Leave Act (FMLA). Once leave has been banked, it cannot be moved back or used as regular sick leave. If an employee's regular sick leave accrual falls below the maximum of three weeks, earned sick leave will be applied to that account first before being banked.

To access the banked sick leave, an employee must first exhaust all regular sick leave. A maximum of 26 weeks leave for a serious health condition is allowed using the regular sick leave, vacation time, and banked sick leave. Leave request forms must be completed in the Office of Human Resources. Banked sick leave must be used for purposes that fall within the provision of both the regular sick leave and family medical leave policies.

#### Group III Employees & Faculty

- A. A Group III employee shall be eligible to continue to receive his or her salary under the following conditions:
  1. Due to injury or illness, the employee is totally disabled from performing the duties of his or her job for a maximum of 26 weeks. An employee whose condition prevents the employee from

performing only a portion of his or her job duties may not be entitled to receive his or her salary if, in the opinion of the university, the employee unreasonably refuses to perform the job duties unaffected by the injury or illness.

2. A pregnant employee, shall be entitled to paid sick leave, by providing the documentation required under subpart (A)(5) of this sick leave provision. If such employee is entitled to FMLA leave in excess of all available paid sick leave (regular sick leave and any banked sick leave), the employee may elect to take any available vacation or unpaid leave.
3. The employee or a Family Member (as defined under the FMLA as spouse, child, or parent) has a medical or dental appointment.
4. The employee's assistance is medically necessary for a Family Member (as defined under the FMLA as spouse, child, or parent) with a Serious Health Condition (as defined under the FMLA). An employee may apply for unpaid leave under the FMLA even if sick leave balanced have been exhausted.
5. Prompt notification of the illness or injury to the supervisor or the Office of Human Resources.
6. The employee may be required to provide supporting documentation satisfactory to the university.

Sick leave may not be granted for:

1. Vacation or to extend vacation time.
  2. A holiday that occurs during a period of sick leave. The absence will be considered a paid holiday.
- B. An employee who is eligible for FMLA leave will receive salary continuation only if he or she qualified under subpart (A).

## **5. Parental Leave**

The parental leave policy will provide up to 8 consecutive days of paid parental leave to employees following the birth of an employee's biological child or the placement of a child with an employee in connection with an adoption. This policy will run concurrently with FMLA leave, as applicable. After the paid parental leave is exhausted, any additional FMLA leave, if applicable, can be compensated according to the provisions of the sick leave and/or vacation policies. If no additional time is available, then the remaining FMLA leave can be taken as unpaid leave.

### **A. Eligibility**

Group II, Group III, and Faculty employees must meet the following criteria:

1. Have been employed with the university for at least 12 months;
2. Worked at least 1,250 hours during 12 consecutive months immediately preceding the date the leave would begin.

### **B. General Provisions**

1. Eligible employees will receive a maximum of 8 days paid parental leave per birth or adoption. A multiple birth or adoption (e.g. twins or adoption of siblings) does not increase the total paid leave.

2. The policy applies to adopted children under the age of 10.
3. The paid parental leave will work in conjunction with any documented disability per the sick leave policy. For example, if a physician determines that an employee is deemed disabled for a period of six weeks, then the first 8 days will be covered by the parental leave policy and any remaining time will fall under the sick leave policy.
4. Other than a disability as described in item (3), approved paid parental leave may be taken at any time during the six-month period immediately following the birth or adoption.
5. The parental leave must be taken in one continuous period of leave.
6. Any paid university leave, such as holiday or inclement weather, will not count against the allowable paid leave.
7. This policy does not apply to the placement of foster children. If the placement of a foster child results in adoption, then employees will be given up to three days of paid leave during the adoption finalization process.

## **6. Mission Leave**

Employees are encouraged to participate in mission efforts conducted by the Center for World Missions (Global Outreach) or Spring Break Missions.

Benefit eligible (20 hours or more per week) employees shall be granted up to five working days off with pay for the participation in a Global Outreach or Spring Break mission trip. An employee becomes eligible for the leave after completing a year of service with the university in a benefit eligible position. The leave may be taken once every two years. The request for leave must be made at least four weeks in advance by completing the Mission Leave Request Form to obtain the required approvals. The departmental supervisor must approve the requested time away from work in order to make sure the operating needs of the department are met. With supervisor approval, employees are encouraged to use accrued vacation time for mission trips that extend beyond five working days.

Requests involving trips not conducted through Global Outreach or Spring Break Missions, must be approved by the Office of Human Resources and the Office of Community Connections. If the mission trip is deemed to have a strong connection to the University with significant student and/or employee involvement, the leave may be granted.

## **7. Funeral Leave**

A Group II, Group III, or Faculty employee shall be granted up to eight working days off with pay in the event of the death of an employee's spouse, child, parent, son-in-law, daughter-in-law or parent-in-law. In addition, up to three working days off with pay will be granted for the death of other immediate family members including grandparent, grandchild, brother, sister, uncle, aunt, nephew, niece, and first cousin (or the spouse of any of them) of either the employee or his/her spouse and any other related person living in the employee's household. A Group II employee should identify the deceased family member on his/her time sheet. All employees should notify their immediate supervisor prior to taking funeral leave.

## **8. Emergency Leave**

If a Group II, Group III, or Faculty employee or one of his/her immediate family members experiences a catastrophic or critical illness/injury, or a severe personal crisis, the employee may be granted emergency leave with pay consisting of up to three working days per calendar year. Critical or catastrophic illness can include a severe condition or conditions affecting the mental or physical health of the employee or an immediate family member which would require the services of a licensed practitioner and which requires the immediate attention or care of the employee. Emergency leave may not be used for routine illnesses or physician appointments of either the employee or immediate family member. Approval by the employee's supervisor and the Assistant Vice President for Human Resources is required.

Immediate family consists of a spouse, son, daughter, parent, grandparent, grandchild, brother, sister (or the spouse of any of them) of either the staff member or his/her spouse and any other related person living in the employee's household.

## **9. Inclement Weather**

In the event of weather which might pose a safety hazard for students, faculty, or staff, the campus opening may be delayed or closed for the day. Every effort will be made to communicate the decision to delay or cancel day classes by 6:00 a.m. and evening classes by 2:00 p.m.

The official source for information pertaining to campus closure or delays will be the campus emergency notification system. Faculty, staff, and students must opt into this system by following the instructions on the Department of Public Safety website. The information will also be communicated in Harding Pipeline for faculty, staff, and students and to the news media, including television stations in Little Rock and the local radio stations.

In the event of a delay, chapel will not meet. Classes for the day will begin at the announced time. Classes that normally meet before the announced start time will not meet. Classes that meet at or after the announced start time will meet on the regular schedule. If there is a delayed start at 10:00 a.m., labs that normally meet at 9:45 a.m. will meet at 10:00 a.m. Classes meeting at off-campus sites will be handled on a case-by-case basis by the dean or director of the college or center offering the class. Closure of the university does not necessarily affect clinical experience responsibilities if the clinical site is open. Clinical faculty will use sound judgment, considering University and clinical site decisions regarding inclement weather, and communicate directly with clinical students.

As per university policy in inclement weather, anyone (faculty, staff, or students) who lives in a place where travel to the Searcy campus might pose a safety hazard is encouraged to exercise caution. If an individual's judgment, travel to campus is too dangerous, the individual is not expected to come to campus. In such an instance, faculty or staff should notify their immediate supervisor of the inability to travel to campus. Students should notify their teacher(s) to request that the absence be excused.

It is the responsibility of each office on campus to arrange a policy as to how the office can be covered appropriately when there is inclement weather. Staff will be paid for scheduled work hours if the campus is closed due to inclement weather. Additionally, staff employees that must be present when the campus is closed will be granted equivalent time off for the time worked during an official closure. Employees who

are required to complete time sheets should use the payroll code “OTH” for hours missed during a campus closure due to inclement weather.

## **10. Jury/Witness Duty**

The university grants leave of absence with pay for time spent on jury duty or as a witness appearing pursuant to a subpoena; the employee will give the jury duty or witness fee check to the university. The employee must give advance notice of the jury duty schedule or witness appearance date to the supervisor as soon as that information is available to the employee. The employee must also call his or her supervisor when released from jury duty and report to work if required.

In addition to jury duty leave, an employee will be allowed paid time off to participate, at the prosecuting attorney’s request, in preparation for a criminal-justice proceeding or to attend a criminal-justice proceeding if the attendance is reasonably necessary to protect the interests of a crime victim.

Employees appearing in court on their own behalf as a plaintiff or as a defendant must use available vacation time or take leave without pay.

## **11. Military Leave**

All regular full-time and regular part-time employees can receive leave without pay for qualifying service in the uniformed services (including Army and Air National Guard). Employees may substitute any accumulated leave for unpaid military leave, but are not required to do so.

Employees who are eligible are entitled to reinstatement or re-employment rights without loss of seniority. Eligibility for reinstatement will be determined in accordance with applicable state and federal laws. As of the date of this policy, eligible employees must seek re-employment within a specific period of time depending on the length of military leave. For example, employees who have taken less than thirty-one (31) days military leave must report to work the next regular work day after you are released. Eligible employees who serve more than thirty (30) days but less than one hundred eighty-one (181) days must seek re-employment within fourteen (14) days. Eligible employees who serve more than one hundred eighty (180) days must reapply within ninety (90) days.

Employees must notify the Office of Human Resources of the need for military leave as far in advance of the leave as practicable so that we may plan for the employee’s absence. When an employee is called to active military service, personnel records should contain a copy of the orders reflecting the beginning date and expected return date and whether the employee has elected to use accumulated leave

## **SECTION V – CAMPUS RESOURCES**

### **1. Health Fitness and Leisure Facilities**

The university has handball/racquetball courts, tennis courts, swimming pool, fitness center, aerobics room, and an Indoor and outdoor track for employee use. Please contact the Kinesiology Department at extension 4304 for additional operation times and how to reserve a racquetball court.

To use the facility, the employee identification card or family activity card must be presented for entrance.

Dependents under the 9<sup>th</sup> grade are not to be admitted to the building unless they are with a parent or an adult sponsor. The parent or adult sponsor must supervise their child for the entire time the child is in the building. Also, dependents below the 5<sup>th</sup> grade are not permitted to use the fitness equipment.

### **2. Campus Health Services**

Student Health Services is staffed by a Nurse Practitioner and Registered Nurses dedicated to promoting the health and wellness of the student, faculty, and staff populations of Harding University. In addition to offering first aid and limited quantities of over-the-counter remedies for minor illnesses, Student Health Services functions in educational, preventative, and advocacy roles, designed to assist participants meet their health needs effectively and independently as they participate in university life. While most services are provided at no cost, preventative services (such as TB skin tests) are provided for a small fee. Since the students, faculty, and staff of HU are all adults, our liability coverage does not permit us to see children. Flu vaccinations are offered annually in the Student Health Services office on a first come, first served basis. Students and employees with non-HU insurance are asked to pay a small fee based on current market cost of the vaccine. Current employees with HU insurance are asked to complete brief documentation to be submitted on their behalf for coverage under their policy. Student Health Services is not open during the summer semester.

The College of Pharmacy offers an immunization clinic. Employees and dependents covered by the university's health plan may receive eligible immunizations at no charge. For immunizations not covered by the university's health plan or for those individuals with other coverage, payment will be required.

### **3. University Counseling Center**

The Counseling Center is located in the McInteer Center. A qualified staff of professionally trained counselors is maintained to provide confidential assistance with personal and marital/family problems. Initial consultation and/or crisis intervention is free of charge. Additional sessions or other services are fee-based and are independent of any medical, instructional, or disciplinary measures. To receive information, call extension 4347.

### **4. Library Services**

Brackett Library provides 24/7 service to the Harding community through online resources, with access to over 150 databases providing full-text articles, ebooks and print materials that support the curriculum. The library webpage is available at [www.harding.edu/library](http://www.harding.edu/library) In addition current and Christian fiction and juvenile literature collections are also available. Librarians assist in locating electronic and print resources. Library instruction is provided to classes upon request and individual assistance is available at the Information Desk.

Employee identification cards allow employees to check out stack books for a two-week loan period plus renewals. Other materials such as current and Christian fiction, children's books, DVDs and CDs have differing loan periods. Interlibrary Loan services are available when Brackett Library does not own resources that are needed.

## **SECTION VI – LEAVING THE UNIVERSITY**

### **1. Exit Interview**

Upon termination of employment, an employee is required to schedule an appointment with the Office of Human Resources to complete a Separation Information Form. Insurance benefits continuation and/or conversion options will be discussed at that time.

### **2. References**

An employee must sign an authorization to release reference information before that information can be released to a prospective employer. This release is available to the employee during the exit interview process.

Supervisors are not allowed to give references to prospective employers on behalf of current or former employees without the employee having filled out an authorization to release reference information.

### **3. Retirement**

There is no mandatory retirement age at the university. In order to be eligible for the benefits discussed in this section, an employee must meet the definition of a “retiree” as defined in Section II, item 2 of this document.

Retiring employees and their dependents that were covered by the university's Health and Dental Plan at the time of retirement may elect to continue coverage under retiree plan options. The coverage is subject to plan policies. To enroll in the plan, retiring employees should consult with the Office of Human Resources.

Additionally, retired employees retain full eligibility for tuition discounts for themselves, their spouses, and their children.

A retired individual who does not meet the definition of Retiree but has worked at least 10 years for the university is eligible to retain their parking permits, obtain a special retiree ID card from the Department of Public Safety, and keep their spouse activity cards.

**University benefits are subject to change.**

### **4. Voluntary Termination**

An employee wishing voluntarily to end employment with the university should submit to his or her supervisor or department head a letter of resignation stating the reason for leaving and the effective date of termination. The university expects a two-week notice. Employees who resign without giving a two-week notice receive no pay for accrued vacation. The original letter of resignation is to be forwarded to the Office of Human Resources immediately. Timesheets are to be forwarded to the Payroll Office.

### **5. Unemployment Insurance**

Harding University is a participant in the Arkansas Employment Security Plan. Coverage is provided for unemployment transpiring through no disqualifying fault of the employee. Decisions regarding eligibility are made by the Employment & Security Division of the State of Arkansas.

## **6. Rehire Policy**

Administrative Faculty, 12-Month Faculty, Group II Staff Employees, and Group III Staff employees who have two or more years of continuous service in a benefits-eligible class and who return to the university in a benefits-eligible class within 90 calendar days following termination under satisfactory conditions may have their previously accrued service time and remaining accrued benefits restored to their employment record.

A Group II or III Staff Employee who is leaving employment may be designated on the Personnel Action Form as "Eligible for Rehire," "Not Eligible for Rehire," or "Eligible for Rehire Only Upon Satisfaction of the Following Conditions," set forth by the university. Such conditions, designated on the Personnel Action Form, may include a requirement of satisfactory employment elsewhere for a specified period or a limitation of eligibility to departments other than the current employing department. Notwithstanding the above, the university may designate an employee who is discharged to be permanently ineligible for rehire. Such permanent ineligibility will be specifically noted on the Personnel Action Form.

## SECTION VII - FACULTY APPOINTMENT & EMPLOYMENT PROCEDURES

### 1. Conditions of Faculty Appointment

Faculty members are made aware of the purposes of the university as stated in the mission statement included in this handbook. As a condition of employment, faculty members agree to support the university's purposes through their teaching and through their private lives. By signing faculty contracts, faculty members indicate their acceptance of and the agreement with those purposes and the rationale of faculty responsibilities stated in this handbook.

The Articles of Agreement and Incorporation require that each member of the faculty, "shall profess an abiding faith in the Christ as the son of God, in His virgin birth, in the genuineness of the miracles as reported in the Bible, in His death and resurrection for the redemption and justification of men, and finally in the Bible is the divinely inspired Word of God, delivered to us by the prophets and the apostles as a complete and unerring guide in all spiritual matters and all avenues of worship." Each member of the faculty, "shall be a member in good standing of a church of Christ that supports these principles." The Board of Trustees may grant exceptions in accordance with the Articles.

The rank, length of service, initial salary, and other conditions of appointment shall be stated in writing and signed by both the representative of the university and the faculty member accepting appointment.

The categories of appointment include temporary, fixed-term, and permanent.

### 2. Initial Faculty Appointment

1. **Criteria for Initial Rank:** The initial rank is set by the appropriate dean and the Provost.
2. **Criteria for appointment to temporary positions**
  - a. Adjunct or Visiting Instructor (as per Instructor)
  - b. Adjunct or Visiting Professor (as per Assistant Professor)
3. **Criteria for appointment to fixed-term full-time or part-time positions**
  - a. *Lecturer (this position is not eligible for promotion)*
    - i. Lab Instructor: Bachelor's degree in relevant area and minimum experience required to provide instructional support in lab and clinical settings.
    - ii. Teaching: Bachelor's degree in relevant area and meets the minimum threshold of experience criteria for the level of the course being taught
  - b. *Instructor*
    - i. Master's degree, and
    - ii. Demonstrated potential for teaching effectiveness (through graduate or high school experience, college experience at a lesser rank, presentation to department faculty during interview process, submission of a video tape of actual classroom teaching, teaching a class during the interview process, etc.), and
    - iii. Demonstrated commitment and ability to pursue future graduate work.

- c. *Assistant Professor*
  - i. Appropriate degree(s)
  - ii. Doctorate or
  - iii. Master's degree plus seven (7) years as Instructor or
  - iv. Master's degree plus thirty (30) graduate hours and three (3) years as an Instructor or
  - v. Two master's degrees and three (3) years as Instructor, and
    - 1. Demonstrated teaching effectiveness.
- d. *Associate Professor*
  - i. Appropriate doctorate plus six (6) years as Assistant Professor, and
  - ii. Demonstrated continuing scholarship, and
  - iii. Demonstrated teaching effectiveness
- e. *Professor*
  - i. Appropriate doctorate plus six (6) years as Associate Professor, and
  - ii. Demonstrated continuing scholarship, and
  - iii. Demonstrated teaching effectiveness, and
  - iv. Recognition among professional peers.

#### 4. **Criteria for Calculating Years of Experience**

- a. Years of experience are counted according to the following guidelines:
  - i. College teaching: one (1) year equals one (1) year of experience;
  - ii. Graduate study: four (4) years equals one (1) year of experience;
  - iii. Post-doctoral assignments, fellowships, and residencies: one (1) year equals one (1) year of experience;
  - iv. Elementary/high school teaching: three (3) years equals two (2) years of experience;
  - v. Work related to academic field: three (3) years equals two (2) years of experience.

#### 5. **Orientation of New Faculty Members**

- a. To learn about the practices and procedures of the university, all new faculty members must participate in New Faculty Orientation conducted by the Provost before the opening of the fall semester. Occasional meetings may be held from time to time during the school year.
- b. Faculty members hired mid-year are required to participate in New Faculty Orientation when it is next offered.
- c. Prior to the first day of class, college deans and department chairs are responsible for informing new faculty about specific responsibilities in their respective areas and about special services and equipment that are available to them.

#### 6. **Moving Expenses for New Faculty**

- a. New faculty will be reimbursed one-half of the moving costs if the services are provided by a commercial carrier.
- b. If a new faculty member moves themselves, they will be paid the total one-way cost of the move. The amount paid will not be greater than one-half the cost of a commercial firm.
- c. The university will not be responsible for any expenses for fuel for private cars, meals for faculty or family, or lodging for faculty or family on the trip to the university.

### **3. Types of Faculty Appointments**

#### **1. Temporary Appointment**

- a. Temporary appointments will terminate at the close of the term stated in the contract. These carry no obligations for reappointment.
- b. Temporary appointments may be terminated. Appointees may be dismissed for unsatisfactory service without right of appeal.

#### **2. Fixed-Term Appointment**

- a. Fixed-term appointments end at the close of the term stated in the contract. These carry no obligations for reappointment.
- b. New members of the faculty initially receive a one-year fixed-term appointment. Subsequent fixed-term appointments may be for one, two, three, or five years.

#### **3. Reappointment**

- a. All reappointment decisions at the end of a fixed-term contract will normally be made in the first half of the semester in which the appointment terminates.
- b. Notice that reappointment will not be offered will usually be given at least three months prior to the termination date of the appointment.

#### **4. Permanent Appointment**

- a. Permanent appointment means appointment without a specified expiration date.
- b. After a period of at least seven years (served with any combination of one-, two-, three, or five-year appointments), permanent appointment may be made upon recommendation of the dean and the provost, approval by the president, and acceptance by the faculty member. However, there is no guarantee that permanent appointment will be offered in the eighth or subsequent years of service.
- c. If granted, permanent appointment continues during the teaching life of the faculty member, subject to the limitations stated below.

#### **5. Change in Terms of Appointment**

- a. Appointments, including permanent ones, may end before their expiration through:
  - i. voluntary resignation or retirement of faculty members, which would take effect at the end of any year of service or at any other time agreed to by the faculty member and the University; or
  - ii. change from full- to part-time status.
- b. Any appointment -- temporary, fixed-term, or permanent -- may be changed or terminated by the President for reasons listed in Section 7.8 Faculty Termination or Change of Appointment.

### **4. Faculty Evaluation**

The Faculty Evaluation consists of:

#### **1. Student Course Feedback**

- a. All faculty members and adjuncts will have course feedback survey from their students in every fall and spring class, every year.
  - i. Course feedback surveys will normally take place within the last two weeks of the term.

- ii. The University mean score, not the midpoint of the rating scale, will be considered average performance.
- 2. The Faculty Annual Plan and Evaluation (FAPE). This an annual process involving both the faculty member and the immediate supervisor to provide development and support for members of the Harding faculty. Information in the FAPE will be used to (1) assess the fulfillment of university expectations, (2) remind faculty members of their professional responsibilities, (3) provide the opportunity for helpful, honest, and meaningful feedback, (4) develop a plan for the coming year, and (5) provide documentation of performance that can be used for future actions, such as promotion.
  - a. The process begins with the faculty member completing the FAPE including a self-reflection and summary of the plan for the coming year at the end of the document. The FAPE is submitted with a current CV to the faculty's direct supervisor. A meeting is scheduled with the supervisor following the timeline provided by the dean to review and sign the final plan(faculty member may write a response before signing).
  - b. The supervisor will review the plan and evaluation prior to the meeting with the faculty member. The supervisor may request more details and/or plan a second meeting with the faculty member. If a faculty member is in need of improvement, the supervisor has the discretion to determine the required goals for a given section. The supervisor will complete the evaluation, approve the final plan, sign the document, provide a copy to the faculty member, and submit to the dean for approval. The dean will electronically submit the signed, completed plan and evaluation to the provost no later than March 1.
  - c. If a faculty member disagrees with the supervisor's evaluation and/or final plan, they can appeal for the Dean (or Provost if the Dean is the supervisor) to review the materials. The decision of the Dean (or Provost if the Dean is the supervisor) will be final.

## **5. Faculty Promotion**

### General Policies

- 1. Positions that are eligible for promotion are instructor, assistant professor, and associate professor.
- 2. All terminal degrees are assumed to be related to the area of teaching responsibility.
- 3. Instead of a doctorate, the applicant may have a terminal degree in his/her field or demonstrate exceptional expertise.
- 4. Years of employment are figured as follows:
  - a. For teachers who are employed only part-time by the University, a load of less than five (5)semester hours will not count toward promotion, a load of five (5) to eight (8) hours will count as half-time, and a load of nine (9) hours or more will count as full-time toward meeting the minimum time period for promotion in academic rank.
  - b. The time that faculty members spend in full-time pursuit of advanced degrees or sabbatical will not count toward meeting the minimum time period of service for promotion in rank.
- 5. Teachers who are doing a superior job in teaching effectiveness, professional advancement, and service to the University, as judged by the Rank and Promotion Committee on the basis of evidence presented to the Committee, may be promoted before the minimum time stipulated below.

6. The minimum standards presented here do not guarantee promotion in rank. Meeting these standards indicates that a faculty member is qualified to apply for promotion in rank.
7. Advancement in rank is not considered automatic upon length of service alone. Teaching excellence, contribution in the academic field, length of service, special service to the institution, and amount of graduate study are considered. In no case is promotion automatic and the department chair/dean is under no compulsion to recommend promotion merely because the minimum requirements have been met.

#### Criteria for Faculty Promotion

1. From *Instructor to Assistant Professor*: A candidate for promotion from Instructor to Assistant Professor must have completed an appropriate:
  - a. Doctorate, or
  - b. Master's degree plus seven (7) years as Instructor, or
  - c. Master's degree plus thirty (30) graduate hours and three (3) years as an Instructor or
  - d. Two master's degrees and three (3) years as Instructor, and
  - e. Must also have received a satisfactory faculty evaluation for the immediate past year with particular emphasis on course feedback results.
2. From *Assistant to Associate Professor*: A candidate for promotion from Assistant Professor to Associate Professor must hold a doctorate and/or terminal degree appropriate to his/her field and have rendered at least six (6) years of service at the rank of Assistant Professor, and must also have received satisfactory faculty evaluations, with particular emphasis on course feedback results, continuing scholarship, and University service for the immediate past three (3) years.
3. From *Associate to Full Professor*: A candidate for promotion from Associate Professor to Professor must hold an appropriate doctorate and/or terminal degree and must have at least six (6) years of service at the rank of Associate Professor, and must also have received a satisfactory faculty evaluation with particular emphasis on course feedback results, continuing scholarship, University service, and contribution to the profession, for the immediate past five (5) years.
4. Professor Emeritus
  - a. Upon retirement from the institution, one may be promoted to Emeritus standing. The title of Emeritus will be added to the rank held at the time of retirement.
  - b. The candidate should have:
    - i. Held the rank of Associate Professor or Professor for a minimum of five years, and
    - ii. Served a minimum of twenty (20) years with distinction as a full-time member of the Harding faculty.
  - c. Upon attainment of Emeritus standing, the individual may take part in academic processions and may, with personal consent, be appointed to serve on special or standing faculty committees. He/she also retains library and faculty activity card privileges. To the extent that its facilities and resources permit, the University may continue to allow him/her office space.

## Application Process

1. The applicant for promotion from Instructor to Assistant Professor, Assistant Professor to Associate Professor, or Associate Professor to Professor will:
  - a. Initiate the process by completing the “Intent to Apply for Promotion” form during the fall semester. You can apply for promotion in the academic year in which you will complete the required years of service at rank.
  - b. Submit all documents electronically through the university-approved e-portfolio system by the date specified and communicated by the Rank and Promotion Committee (early in the spring semester) in order to be processed in a timely manner. Applications will not be accepted late. This collection of documentation will include:
    - i. The faculty member's letter requesting promotion, addressing the specific criteria for the rank being sought.
    - ii. An updated curriculum vitae showing all professional activities, memberships, publications, presentations, etc.
    - iii. Any suitable and relevant documentation that addresses teaching, university service, and continuing scholarship.
    - iv. FAPE forms from previous years and a summary of recent course feedback survey results both of which will be uploaded by the Provost Office. Faculty should upload the FAPE form from the current year as soon as it is completed and may upload additional FAPE forms or course feedback results as desired.
    - v. Note: For librarians and coaches, job performance is considered in lieu of teaching and/or in-class evaluations.
2. The supervisor(s) will:
  - a. Validate the eligibility of the applicant for the rank being sought.
  - b. Evaluate the application for quality of activities and potential for future development.
  - c. Make a written recommendation in the university-approved e-portfolio system listing the major reasons for either a positive or negative response to the application.
    - i. If the applicant receives a positive recommendation, the application and its documentation will be released in the e-portfolio system for consideration by the Rank and Promotion Committee.
    - ii. If the applicant receives a negative recommendation, the supervisor(s) and applicant will meet to discuss the perceived deficiencies.
      1. After meeting with the supervisor(s), the applicant may choose to withdraw the application.
      2. The applicant may choose to pursue the application without the recommendation of the supervisor(s). If so, the application, along with the negative recommendation of the supervisor(s), will be released for consideration by the Rank and Promotion Committee.
      3. The applicant may choose to pursue the application after having added further documentation as suggested by the supervisor(s) or at his/her discretion after meeting with the supervisor(s). If so, the application, along with the negative

recommendation or a revised positive recommendation, will be released for consideration by the Rank and Promotion Committee.

- d. Submit a reference in the e-portfolio system by the date specified by the Rank and Promotion Committee, typically two weeks after the application deadline.
3. The Provost Office will:
  - a. Ensure that all applications are complete. Incomplete applications will not be released for consideration by the Rank and Promotion Committee.
  - b. Schedule the first meeting of the Rank and Promotion Committee prior to the published deadline to apply for promotion.
  - c. Upload Faculty Annual Plan and Evaluation forms and a summary of recent course feedback results to each applicant's e-portfolio.
  - d. Provide the following materials to all committee members at the initial meeting:
    - i. A list of all applicants.
    - ii. Access and training for the e-portfolio system.
    - iii. Applications and evaluation guides.
4. The Rank and Promotion Committee will:
  - a. Elect a committee chair.
  - b. Determine the committee strategy for evaluating the promotion materials.
  - c. Determine future meeting dates.
  - d. Review and evaluate each application, recording evaluation rankings and comments.
    - i. The three relevant areas defined in the faculty evaluation model include teaching, university service, and continuing scholarship.
    - ii. Consideration will be given to the documentation provided by the applicant, the recommendation of the supervisor(s), and other evidence of performance.
  - e. Reconvene at predetermined date(s) and time(s).
  - f. Compile and forward to the Provost recommendations for promotion or denial of promotion.
5. The Provost will:
  - a. Present the recommendations of the committee to the President for final approval.
  - b. Upon approval:
    - i. Notify each faculty member individually, with copies to the appropriate dean and chair, as applicable.
    - ii. Notify Human Resources so that adjustments can be made to contracts.

#### Appeals Procedure

1. If the faculty member chooses, he/she may appeal the Promotion decision to a three-member Appeals Committee consisting of a faculty member selected by the Provost, a representative from the Faculty Welfare Committee, and a faculty member chosen by the faculty member who is making the appeal.
2. The Appeals Committee will review the appeal in view of the Rank and Promotion Committee's decision; any additional documentation the faculty member might provide or the appeals committee might request, and/or a personal statement by the appealing faculty member.
  - a. The Appeals Committee may either accept or reject the application for promotion.

- b. The faculty member may appeal the decision of the Appeals Committee to the Provost, whose decision will be final.

## **6. Faculty Development**

### **Attendance at Professional Meetings**

1. Faculty memberships in professional organizations are encouraged. All faculty members are urged to attend national or regional professional meetings whenever possible.
2. Upon prior approval from the appropriate dean, the University may pay the registration fee, housing, and transportation to these meetings or a portion of the expenses.

Requests to attend professional meetings should be submitted through the departmental chair to the dean. The expense report form should be submitted promptly to the supervisor after attending a meeting.

### **In-Service Training**

The University seeks to encourage professional growth in its faculty in every possible way. In-service training includes such projects as the pre-session conference, departmental and interdepartmental conferences, inter-class visitation by instructors and administrative officers, class visitation by librarians, personal conferences between new teachers and department chairs and college deans and/or the Provost, faculty meetings, attendance at professional meetings, and various book studies.

### **Pre-Session Conference**

As a development program for faculty members, the University sponsors each year a pre-session conference, generally just before the start of the fall semester. All faculty members attend this meeting. A theme of vital interest to teachers is discussed in each conference, and from time to time well-known educators appear on the programs.

### **Sabbatical Leave**

1. The University recognizes the importance of sabbatical leave in building the morale of its teaching staff and increasing the effectiveness of instruction and other services to the University.
2. Faculty members who have taught for six (6) or more consecutive years without a leave or its equivalent are eligible to apply for a sabbatical leave.
  - a. The duration of a leave may be from three (3) months to one (1) year, and the rate of pay during the leave depends on the purpose of the leave and other conditions pertaining thereto.
  - b. Please note that extended sabbatical leaves are subject to the guidelines established by the employee benefit plan documents. The Office of Human Resources can assist in determining if benefits can continue.
  - c. The absence of teachers during a summer term is not considered a sabbatical, except under conditions approved by the Executive Committee.
  - d. The Executive Committee and President administer the sabbatical policy.

## **Support for Pursuit of Advanced Degrees**

The university has a program that makes funds available to assist faculty in pursuit of advanced degrees. An advanced degree is defined as a postgraduate degree at the master's or doctorate level. The degree being sought must be relevant to the faculty member's responsibilities at Harding and be deemed beneficial to the operations of the university. In most cases, the advanced degree will be the terminal degree as defined by the discipline. The earliest an individual may apply for this support is during the third year of instructional service at Harding. A faculty member must have completed at least three (3) years of successful service to the institution when their participation in the advanced degree program begins, unless an alternative timeline was specified in writing at the time of initial employment.

### **General Guidelines for Advanced Degree Support**

All faculty members approved for university support will make progress reports to the department chair (if applicable), dean, and provost at the end of each term during which advanced study is underway. While the program of advanced study is ongoing, the faculty member's pay will not be increased more than the rate of increase provided to other full-time faculty. Only after all advanced degree requirements have been completed and the provost is notified in writing by an official representative of the conferring institution will the faculty member's salary be adjusted.

Promotion in rank is not automatic upon degree completion; the faculty member must apply for promotion, following the guidelines of the faculty promotion process. No promotion in rank will be granted until all requirements for the advanced degree are completed.

The faculty member must choose from two options for receiving support for the advanced degree. **Option A** provides partial salary for those who take educational leave to pursue an advanced degree full-time. **Option B** provides educational support for those who continue teaching at Harding while pursuing an advanced degree.

#### **Option A: Educational Leave for Full-Time Study**

##### **SALARY STIPEND**

Each year that a faculty member is away on an educational leave, he or she will be paid a taxable stipend at a rate equivalent to 60 percent of their full-time annual salary. Benefits will continue. During the second and/or third year of leave, faculty members on educational leave will receive salary increases as approved.

##### **EXPENSES**

All expenses related to the faculty member's advanced degree are the responsibility of the faculty member. Faculty members are encouraged to seek financial assistance from the institution at which they pursue their advanced degree. Although employment related to the degree -- such as a graduate assistantship -- is encouraged, any employment must be approved by the provost and should be considered only with caution, as the rigors of graduate/professional programs are intense.

Faculty members who have not previously received moving assistance from the university will be paid one-half of the one-way moving costs if a commercial firm provides the services. If the faculty member moves himself or herself, they will be repaid the total one-way cost of the move. The amount paid to those who move themselves will not exceed one-half the cost of service as determined by the lowest bid from two or more commercial firms. The university will not be responsible for private car fuel expenses, meals, or lodging for faculty or their family members. Funds for moving will only be granted once for a single one-way move.

### **EDUCATION ASSISTANCE AGREEMENT AND REPAYMENT**

The faculty member will sign an education assistance agreement at the beginning of every year away for educational leave. The duration of educational leave will not exceed three years unless special arrangements are made with the provost at least six months prior to the three-year mark. To be eligible for education assistance agreement forgiveness, the faculty member is required to return to campus and resume full-time teaching responsibilities following completion of the educational leave.

Upon completion of the program, the faculty member must repay the support received for educational leave with full-time teaching at a rate of two years of service for every one year of leave received. Should a faculty member leave the university prior to completing the service repayment, the faculty member will be required to remunerate the university for every year remaining in the service debt at a rate of 25% of their full-time salary per year of the remaining service debt.

Individuals who fail to complete their program of study must repay the university in full for the salary stipend provided during the period of educational leave. If the failure of completion occurs through no fault of their own, the faculty may petition for an extension. Individuals who do not resume full-time teaching at the university upon completing educational leave must pay an amount equal to 150% of their full-time salary the final academic year of educational leave where "final salary" refers to the salary, not the stipend.

### **Option B: Educational Support for Part-Time Study In Residence**

#### **SALARY STIPEND**

The salary for faculty who are approved for part-time educational support will continue at the contracted rate. During this time period, faculty members on part-time educational support will receive salary increases as approved. Benefits will continue. No outside employment will be permitted until the advanced degree is completed. Summer teaching may also be suspended or limited.

While pursuing the advanced degree in residence, a maximum of 25% release time may be granted to the faculty member at the dean's discretion.

#### **EXPENSES**

Harding University will pay the following expenses associated with the part-time pursuit of an advanced degree:

- Specific education expenses (tuition and educational fees only) up to \$50,000

- 50% of education expenses (tuition and educational fees only) between \$50,001 - \$75,000

All expenses exceeding \$75,000 are the responsibility of the faculty member.

Harding University will not reimburse or pay for:

- Meals, books, office supplies, computers, travel, housing, or any other items potentially associated with earning an advanced degree
- Editing fees or any other fees related to the preparation of the written dissertation
- Academic regalia

### **EDUCATION ASSISTANCE AGREEMENT AND REPAYMENT**

The faculty member will sign an education assistance agreement each time advanced degree tuition is paid by the university on behalf of the faculty member. The advanced degree must be completed within a five-year period from the date of the first term of classes. For doctoral programs this limit is extended to seven years. In either case, this limit will be determined on a case-by-case basis and established at the time the first education assistance agreement is signed. To be eligible for education assistance agreement forgiveness, the faculty member is required to resume full-time teaching responsibilities at the end of the completion of the advanced degree.

When the faculty member resumes full-time teaching at Harding, the university will forgive 20% of the total of the education assistance agreements each calendar year over a period of five years. If the faculty member leaves active employment with Harding University, the education assistance agreement forgiveness ends immediately. The faculty member is responsible for repayment of the balance at the terms agreed to in the education assistance agreements.

Individuals who fail to complete their program of study must repay the university in full for all funds that were provided. If the failure of completion occurs through no fault of their own, the faculty may petition for an extension.

### **APPLICATION PROCESS:**

1. Before applying for assistance, the faculty member must seek written approval from the dean to pursue an advanced degree.
2. Upon receiving approval of the dean, the faculty member should diligently seek an appropriate program that meets the following requirements: (a) is relevant to both their field of study and teaching assignments, (b) consistent with the needs of the department/college, and (c) cost-effective. If **Option B** is being pursued, the application package should include a context for comparison providing program and tuition information for a minimum of three similar programs.
3. The faculty member and the dean shall review the potential programs and jointly select the program that will best serve the applicant and the department/college. If the applicant is pursuing **Option B** and does not select the least expensive program, the dean must craft a letter to be included with the application package explaining why selection of the alternate program ensures good stewardship of university funds.

4. The applicant may then apply to the selected program. Evidence of acceptance to the program will be part of the application package. All application fees are the responsibility of the faculty member.
5. Upon acceptance to the program, the faculty member may make a formal request for support by completing an application package, which must include letters of support from the chair (if applicable) and dean, the context for comparison, and the dean's program recommendation (if necessary). It is the dean's responsibility to indicate in the support letter the plan to cover the faculty member's classes/load during any leave or load reassignment; this plan must include an estimate of the cost for any replacement faculty or adjuncts needed. The application package is submitted to the provost.
6. The provost will review each request for support. Only those submitted with approval of the respective dean will be forwarded to the president and executive committee for consideration.
7. The executive committee will review each application package and decide whether support will be granted.
8. The president will communicate the affirmative decisions from the committee to the faculty member. The provost will communicate with those faculty members whose requests were not approved.
9. Faculty members whose requests are approved will work with the provost office and human resources to facilitate support.

#### **Taking and Auditing Courses**

1. Faculty members may take one course for credit or audit during a semester under the provisions of the Tuition Discount Policy.
  - a. Permission must be obtained from the Provost and the appropriate dean.
  - b. Taking a course is contingent upon the approval of the instructor and is not to interfere with the duties and responsibilities of faculty members.
  - c. Faculty members are to submit to the Provost before the beginning of a semester, a written request for permission to take a course, specifying the course and the instructor.
2. If a faculty member desires to enroll in more than one course in a particular semester, approval must be obtained from the appropriate dean as well as the Provost.
3. Faculty members are encouraged to take courses which will help them to become effective teachers or will help satisfy requirements for an advanced degree.
4. To obtain the appropriate tuition discount, the faculty member must submit an Application for Tuition Discount form to the Office of Human Resources prior to the start of the semester in which the discount is intended.

### **7. Faculty Salary Issues**

1. Employment Definition and Category
  - a. Faculty members are employees whose positions meet specific tests from the Fair Labor Standards Act (FLSA) and who are exempt from overtime pay and timesheet requirement.
2. Pay Periods and Pay Deductions

- a. Faculty will be paid on the last business day of each month. Employees are encouraged to have their pay electronically deposited.
  - b. The faculty member may authorize deductions for fringe benefit programs or for other deductions such as a gift to the university, a United Way contribution, a credit union payment, tuition payment, etc.
  - c. If a faculty member has questions about a paycheck, direct deposit, or any deductions, he or she may contact the Payroll Department.
3. Annual Pay Increase Eligibility
- a. Annual cost of living increases will generally be awarded in the beginning of a new contract year.
  - b. A faculty member who has been with the university for less than twelve months will be eligible for a prorated increase.
  - c. Temporary employees are not eligible.

## **8. Faculty Termination and Change of Appointment**

1. Appointments may be terminated or changed (e.g., from permanent to fixed-term) by the President for the following reasons:
  - a. Financial exigencies of the university;
  - b. Discontinuance or reduction of a program or department;
  - c. For cause, including but not limited to:
    1. moral delinquency;
    2. professional incompetence;
    3. permanent serious physical or mental disability for which reasonable accommodation cannot be made;
    4. neglect of responsibilities;
    5. conduct or teaching contrary to published standards of the university;
    6. a major incident as defined in the Standard of Conduct in this handbook;
    7. a lack of commitment to the aims and ideals of the university.
2. Terminations for cause will generally take effect immediately. The President, however, in his sole discretion, may allow the termination to take effect at some other time.
3. When questions arise whether grounds exist to terminate or change a faculty member's appointment for cause, evidence should be gathered and presented through the academic chain of command to the President.
4. If the President terminates or changes a faculty member's appointment, the President will notify the faculty member by letter or email of the date of termination or change and the cause or causes for the termination or change.
  - a. If the President terminates or changes a faculty member's fixed or permanent appointment for cause and the faculty members disagrees with the reasons for the termination or change, he/she will have seven calendar days from the date of the letter to appeal for a hearing before a meeting of the Executive Committee of the university. The faculty member can select up to three other members of the faculty and/or administration to speak on his/her behalf. The duty

of the Executive Committee in this instance will be to ascertain the facts and make appropriate recommendations by majority vote to the President. A complete record of the hearing will be made.

- b. The Executive Committee will hold the hearing within seven calendar days of the faculty member's appeal. If that is not possible, the Executive Committee will hold the hearing within a reasonable time. A majority of the Executive Committee will constitute a quorum for the meeting.
- c. The Executive Committee will make its recommendation to the President within three calendar days of the hearing.
- d. Within three (3) calendar days of receiving the Executive Committee's recommendation, the President will notify the faculty member by letter or email whether he has changed his decision to terminate or change the faculty member's appointment.
- e. A faculty member whose appointment is terminated and who appeals for a hearing will be suspended from his/her duties until the final decision is reached, unless the President deems it to be in the best interest of the university for the faculty member to continue his/her duties.

## SECTION VIII – FACULTY RESPONSIBILITIES & INSTRUCTIONAL DUTIES

### 1. Rationale for Faculty Responsibilities

Acceptance of a position on the faculty of Harding University is considered a commitment to the mission of Harding. The focal point of the University is its instructional program. Faculty members, through their various activities, are the primary instruments by which the mission of the University is achieved.

A distinguishing feature of Harding University is an insistence that faculty members at all times, both in their public and private lives, exhibit genuine Christian character. Among other things, this implies regular church attendance, regular attendance at chapel services of the University, maintenance of moral standards consistent with those expected of students, maintenance of a good reputation in the community, achievement of harmonious working relationships with colleagues in the University, respect for properly-constituted authority both within the University and without, fulfillment of all responsibilities as faculty members, and maintenance of the American Association of University Professors (AAUP) "Statement of Professional Ethics."

Another distinguishing characteristic of Harding University is its insistence upon excellence in academic work. The primary function of faculty members is to teach, with all that teaching implies in preparation, planning, counseling, instructing, evaluating, and otherwise helping students achieve, to the best of their abilities, the desired course goals.

The principal occupation of full-time faculty members is their work at Harding University. They should consider no arrangement that limits their schedule to specific hours on campus, makes impossible the keeping of regular office hours, hinders participation in routine campus activities, or reflects negatively on the reputation and influence of the University. Employment of any kind, including but not limited to self-employment and a private business venture which involves the expenditure of the faculty's time and effort, must be reviewed and approved by the immediate supervisor and dean, and reported annually in the faculty member's Annual Plan and Evaluation.

Teachers should study carefully the mission of Harding University, the purposes of the department in which they are working, and the goals of the particular courses they are teaching. Each course should be developed to meet the academic needs of the students rather than the needs of the teachers. The amount of work required in a course should be appropriate for the credit the course carries; the difficulty of the course should be commensurate with the level of the course and the ability of the students taking the course.

### 2. General Expectations for Faculty

1. Responsibilities of **faculty members to themselves**:
  - a. To foster intellectual curiosity and remain a learner.
  - b. To maintain cultural and global interests that will enrich their lives.
  - c. To engage in research and other scholarly activities to the extent possible.
  - d. To develop enthusiasm for their work as teachers.
  - e. To develop strong personal convictions based on truth, but have a tolerant attitude toward others.
  - f. To routinely make time for Bible study, meditation, reflection, and prayer to mature in faith and Christian character.

- g. To have a healthy prioritization of time with their family.
- h. To grow in the Christian faith, so that they can be the people they ought to be.
- i. To maintain honorable business and financial reputation.
- j. To participate in opportunities for professional growth, including but not limited to attendance at the annual Pre-session Conference.
- k. To attend chapel regularly.

2. Responsibilities of **faculty members to students**:

- a. To help students develop a strong faith in God and genuine Christian character.
- b. To model intellectual activity, moral integrity, professionalism, and Christian conduct.
- c. To meet classes regularly and promptly.
- d. To keep office hours as announced at a minimum of 10 hours per week.
- e. To prepare class work with care to meet the needs of the students and goals of the course.
- f. To teach in as effective a manner as possible.
- g. To speak audibly and write legibly.
- h. To maintain a proper attitude in the classroom.
- i. To make assignments clear and definite.
- j. To grade papers promptly and carefully and to return them to the students for review.
- k. To discuss with students questions about grading and progress in the course.
- l. To help students develop self-reliance in thinking and arriving at truth.
- m. To assist the students in developing a love for the truth and a commitment to whatever truths they learn.
- n. To assist students in formulating a personal code of values from the truth they learn.
- o. To provide support and direction to students regarding their problems and to suggest counseling as needed.
- p. To maintain levels of accomplishment that will challenge the better students and not set the pace at the level of the slower learners.
- q. To inspire students to great heights of achievement by the teachers' knowledge of and enthusiasm for their work.
- r. To help students see the interrelationships of knowledge and truth.
- s. To encourage students to achieve their greatest potential.
- t. To foster professionalism and a servant-leader attitude in their students.
- u. To seek out and challenge superior students to significant accomplishments.
- v. To minister to students through prayer, spiritual guidance, teaching, attending chapel and other religious services, and acts of service.

3. Responsibilities of **faculty members to colleagues**:

- a. To work cooperatively toward achieving the objectives of the institution.
- b. To be tolerant of the viewpoints of colleagues.
- c. To place a strict guard on unfavorable comments about colleagues, especially before students.
- d. To manage professional responsibilities in a manner that foster teamwork and community success.

- e. To act in a Christlike manner in all relationships.
4. Responsibilities of **faculty members to departments and colleges**:
- a. To serve on departmental and/or college-level committees.
  - b. To fully participate in program review and peer review activities, as requested.
  - c. To participate in student registration and other departmental activities.
  - d. To participate with colleagues in commencement exercises.
  - e. To participate in departmental and university assessment.
  - f. To be available for teaching and advising during summer terms (for nine-month faculty).
  - g. To invest effort in developing and presenting a well-considered Annual Plan and Evaluation to the supervisor in a timely manner.
  - h. To promptly complete the Faculty Annual Plan and Evaluation (FAPE) process when requested by the supervisor.
  - i. To maintain a reasonable number of student advisees and assist them in planning and implementing a course of study.
5. Responsibilities of **faculty members to the institution**:
- a. To uphold the mission of the institution, both in work and action.
  - b. To maintain status (if applicable) throughout the term of his or her employment as a member in good standing of a church of Christ that has a core belief system as reflected in the Mission statements located in this handbook.
  - c. To integrate biblical thought and principles into the subjects they teach, regardless of the subject.
  - d. To recommend to the administration, either directly or through designated committees, any changes for improving the objectives, ideals, or functioning of the institution, yet remember that they are not the administrators and their recommendations may not always be adopted at the time and in the way recommended.
  - e. To discharge duties as teachers in as effective, enthusiastic, and thorough a way as possible.
  - f. To maintain as high a level of personal scholarship as possible and to promote scholarship on the campus among colleagues and students.
  - g. To honor contracts and provisions of leave except for mutual agreement to any change.
  - h. To be concerned with the problems of the academic area and the institution as a whole.
  - i. To share in the sponsoring or advising of student activities.
  - j. To serve on university-level committees to enhance the quality of our community of mission.
  - k. To participate in activities that enhance our community of mission that may include but are not limited to hosting home Bible studies, leading short-term mission trips (contingent upon supervisor approval), or sponsoring clubs.
  - l. To support student spiritual formation through prayer, spiritual guidance, teaching, attending chapel and other religious services, and acts of service.

### 3. Academic Freedom

At Harding University, we are committed to pursuing truth and honoring God through our academic work, as in our individual lives. We believe that our Christian commitment is compatible with the highest ideals of academic freedom. Further, we believe that the strongest form of academic freedom upheld by secular

academe is, for us, a corollary to a deeper freedom—and attendant responsibilities—rooted in our Christian character, and in the churches of Christ to which Harding is anchored.

Our commitment to academic freedom must not minimize or compromise our Christian identity: each faculty member must be personally committed to Christ and willing to act in good faith with the spirit and heritage of our movement. Likewise, a Harding education must not be mere indoctrination: our institution is not the church, but it serves the church by educating students to keep faith and think for themselves. We hold on to both faith and intellectual rigor in a positive, creative synergy.

The board and administration entrust the faculty with carrying out their duties as Christians: to treat their subjects and their students alike with truth and grace, and to draw on the full range of their knowledge and abilities to offer both a rigorous education and a carefully nurtured, critically-examined Christian faith. While guiding students toward such faith, faculty are encouraged to give students all significant points of view regarding any problem or principle which may arise in any field of study. Less than this would defeat the purpose of a Christian education.

In order to protect the full extent of academic freedom appropriate to a Christian university, in any case of a perceived violation of Harding's Christian standards, only allegations based on evidence will be considered, and faculty members will always have recourse through the grievance process.

#### **4. Teaching Load**

1. Full-Time Teaching Load
  - a. Full-time, nine-month undergraduate faculty members are expected to teach 12 to 15 hours per semester or as stated in their contract.
  - b. No overload is paid to full-time, nine-month faculty members unless more than 27 hours total are taught in the fall and spring semesters.
  - c. Full-time, 12-month faculty members are expected to teach the load mutually agreed upon with their supervisor.
  - d. As teaching loads vary for full-time, 12-month faculty members, no overload is paid.
2. Additional Expectations
  - a. Academic advising, sponsoring of student organizations, serving on standing committees of the university, and other responsibilities are expected.
  - b. Administrative responsibilities, chairing a large department, time-consuming sponsoring of activities, and other special assignments will be assessed a semester-hour equivalence varying with the scope of the assignment or responsibility.

#### **5. Institutional Expectations for Faculty**

##### **Academic Advising**

1. All new undergraduate students at Harding are assigned to faculty advisors on the basis of the students' indicated interests. Academic advisement involves not only the development of programs of study semester by semester, but also long-range planning and discussion of academic plans and problems as they arise during the students' enrollment in the university. Faculty advisors should see

advisees regularly throughout the year and become as well acquainted with them as possible. Advising records should be kept current.

2. All new faculty members are responsible for attending advisor training, which is offered by the Director of Academic Affairs, during their first year at Harding.
3. A small group of faculty members, working with the Director of Academic Affairs, is selected and trained to advise freshmen and sophomores who are undeclared about their major and vocational goals. Faculty members who are interested in serving these students should contact their dean.
4. Necessary academic information can be found in the catalog and faculty members should thoroughly know the requirements for majors and minors in their academic area, for the liberal arts, and for teacher licensure (if necessary). A Manual for Academic Advisors, which summarizes pertinent academic information, is made available to faculty in Pipeline.

### **Chapel Attendance**

Faculty members are expected to attend chapel regularly. Programs are intended to be informative, inspirational, or entertaining.

### **Commencement and Convocation**

Faculty members are expected to march in academic regalia at Commencement exercises and the Fall Convocation. Faculty members who do not own academic regalia are expected to rent or borrow appropriate apparel so they can participate in these ceremonies.

### **Committee Service**

Faculty members are encouraged to participate on University committees. Faculty members appointed or elected to serve on committees are expected to assist in the administrative duties of the University.

University-wide committees should hold regular meetings, keep minutes, submit reports, and offer recommendations to the President, Provost, or others, as appropriate.

The President and Provost are considered ex-officio members of all committees and may attend any committee meeting held.

Other university-wide committees are appointed for special purposes from time to time. Reports of committee meetings are to be submitted to the President, the Provost, and others, as appropriate.

### **Dress**

Faculty members are expected to dress in good taste as befits their profession.

### **Faculty Meetings**

The Harding faculty is organized according to rules and by-laws set forth in its Constitution. Regular meetings are held several times each semester. Special meetings may be called if needed.

Concerns vital to the institution are considered in these meetings and all members of the faculty are expected to attend.

## **Registration**

Faculty members should be available for advising at the specified times preceding registration and are expected to help in the registration process at the beginning of each semester.

## **6. Instructional Expectations**

### **Absence of Faculty Member From Class**

1. Faculty members are expected to meet their classes regularly at the hours and the locations specified in the semester class schedule and to conduct final examinations at the hours and locations announced in the final examination schedule. If changes in either schedule appear advisable, teachers should first consult with the dean or chair.
2. If a teacher is unable to meet classes because of illness, the teacher should alert the class via established communication methods about an alternative plan, or the dean or department chair should be notified immediately so that he/she can make arrangements for the classes to meet.
3. If a teacher does not arrive for class, or make other arrangements, after ten minutes of the time for class to begin, the class may adjourn after signing an attendance sheet, which will be taken by a member of the class to the departmental office.

### **Class Attendance Policy**

1. The faculty at Harding University has endorsed the following class attendance policy: Students are expected to attend class. They are responsible for assignments and work missed because of any absence.
2. Federal financial aid regulations require periodic reporting of student attendance/ nonattendance throughout the semester. Therefore, faculty members are expected to:
  - a. Take regular attendance during the first two weeks of class.
  - b. Be aware of the last day a student attends class.
  - c. Include an attendance policy in the syllabus and inform the class of that policy at the beginning of the semester
3. Absences will be handled by teachers in compliance with policy details as listed in the catalog.
  - a. The effect of absences upon grades is determined by teachers and should be clearly stated in the syllabus.
  - b. The semester grade may be lowered, including to a “withdrawn failing” (WF), for unexcused absences.
  - c. Under no circumstance is the grade of a student to be lowered because of an absence from a class because of authorized representation of the university in an approved activity. Teachers should work with students to allow a mechanism for receiving credit for activities, assignments, or examinations missed in representation of the university.
4. Students are responsible for informing teachers of the reason for any absence from class.
  - a. Teachers will follow the procedures outlined in the Student Handbook for absences.
  - b. Any special procedure that teachers have for reporting absences should be made clear to the class

at the beginning of the semester and repeated periodically during the semester

5. The Provost will excuse undergraduate absences for official representation of the university, an administratively approved field trip or required seminar, death or illness in the immediate family, and other extenuating circumstances. It is the responsibility of the teacher of the class missed to evaluate all other absences.
6. The Student Life Office records undergraduate student absences from chapel.

### **Faculty Office Hours**

1. The Administration attempts to provide office space for all faculty members. Faculty members on campus are expected to post/communicate office hours and to keep faithfully the office hours so communicated.
2. For full-time teachers, a minimum of 10 hours per week should be scheduled and posted/communicated.
  - a. The hours chosen should be selected to provide optimum availability to students for conferences with teachers.
  - b. College deans and department chairs may set higher requirements within their academic area if they see the need to do so.

### **Student Assessment**

1. General Information
  - i. Course-level and program-level student learning outcomes should be provided and tied to university learning outcomes.
  - ii. Evaluation is a vital factor in effective teaching. In preparing a test or assignment, adequate provision should be made for measuring all the important outcomes of instruction and for reflecting the approximate proportion of emphasis in the course.
  - iii. Great care should be taken in the preparation of all tests and examinations. Tests should stress the major objectives of the course, be comprehensive over the material that the test covers, and deal primarily with the material that has been emphasized in class.
  - iv. Tests should not be too long for the test time available.
  - v. Test questions should be clearly stated and unambiguous.
  - vi. Essay questions should be explicit so that the student can understand what information is sought.
  - vii. Tests should contribute to the learning process as well as provide a valid basis for evaluation.
  - viii. Fairness in evaluation as viewed by the students is vital in achieving effective teaching.
  - ix. Grades assigned to students should be as reliable as the teachers can make them.
- b. Each semester, teachers should seriously examine the distribution of grades to determine the validity of their grading system and should be willing to make any changes indicated.

### **Students Involved in Official University Trips**

Students involved in certain co-curricular activities, such as intercollegiate athletics, intercollegiate debate, various musical groups, student publications, etc., from time to time will find it necessary to miss some classes because of trips away from the campus in official representation of the university.

1. To the extent possible, trip leaders should schedule events so as to minimize the number of classes student participants must miss.
2. Trip leaders should instruct the students who will be making trips to inform their teachers several days prior to the trip and to explain to their teachers the reason for the absence.
3. Trip leaders should also, without fail, submit to the Student Life Office and the Provost Office, before the trip, a list of all students who will make the trip.
4. Under no circumstance is the grade of a student to be lowered because of an absence from a class because of authorized representation of the university in an approved activity. Teachers should work with students to allow a mechanism for receiving credit for activities, assignments, or examinations missed in representation of the university.
5. Any problem that arises because a student is missing class frequently because of some university activity should be reported promptly to the Provost Office.

## **7. Administrative Expectations for Faculty**

### **Curriculum Changes**

1. Any desired curriculum changes should be developed by a college and/or department and then reviewed by the approval process used by the respective college before submission to the online system for recording catalog changes known as Curriculog.
2. All faculty, especially deans, chairs, and directors, should view and comment on changes submitted to Curriculog, taking care to ensure that unintended consequences to other programs are addressed.
3. The appropriate Academic Affairs Committee (Undergraduate or Graduate/Professional) formally considers and votes on proposed changes.
4. In some cases, changes approved by the academic affairs committees also require a faculty vote.

### **Grades and Grade Reports**

1. General Information
  - a. The work of students in academic courses is to be evaluated by letter grades.
  - b. Teachers should check the university catalog for a definition of grades to be used at Harding.
2. Early Alert: Participate in Early Alert to identify at-risk students as instructed.
3. Concerned Alert Response Effort (C.A.R.E.): Participate in C.A.R.E. to identify at-risk students at any time.
4. Midterm Grades: Mid-semester grades must be reported through Pipeline no later than Monday of the ninth calendar week of the semester.
5. Final Grades
  - a. Final grades in all courses must be reported through Pipeline no later than the Monday after the term ends.
  - b. Teachers are expected to enter all grades in Pipeline prior to taking any paid leave.
  - c. After a final grade has been reported to the Registrar, the only basis for changing the grade is an

error on the part of the faculty member in calculating or reporting the grade. All changes of final grades must be submitted through the Provost Office for approval.

6. Grade of "Incomplete" (I)
  - a. No grade of "Incomplete" (I) should be considered at the close of a semester except in the case of recent illness or other extenuating circumstances that in the judgment of the teacher have been unavoidable.
  - b. Adjuncts are not allowed to request a grade of "Incomplete" (I) unless they have first worked with the chair or dean.
  - c. The Provost or Director of Academic Affairs must approve the assignment of a grade of "Incomplete" (I).
  - d. Assignment of a grade of "Incomplete" (I) to a graduating senior must be reported immediately to the Registrar's Office.
  - e. The grade of "Incomplete" (I) must be removed by completion of missing work or exams by the end of the first nine weeks of the semester immediately following the semester or summer session in which the "I" was received.
  - f. Those not removed within the specified timeframe automatically become failing (F).
  - g. A grade of "Incomplete" (I) is considered failing (F) until it is removed.

#### **Student Workers**

1. In some instances student help is available to teachers.
2. In an effort to foster an equal opportunity environment, all student jobs must be posted for a minimum of two weeks on the career center job posting site (Handshake).
3. Faculty must get approval from the department chair before interviewing and hiring a student worker.
4. The Career Center is available to assist each department with the job posting procedure.
5. The Career Center job posting site should be updated when the position has been filled in order to remove the posting from the job site.
6. Any student worker who is not performing satisfactorily will be required to meet with their direct supervisors and may be subject to corrective action.

#### **Textbooks**

1. The University Bookstore is responsible for supplying all textbooks and other instructional materials.
  - a. Faculty members will be contacted by the Bookstore well in advance of an upcoming semester regarding which textbooks and other instructional materials will be needed.
  - b. Faculty members are expected to respond to such requests in a timely manner.
2. Regular assignments should be made throughout the semester in the textbooks that students are required to purchase. Students should not be required to buy books that are not needed in achieving the goals of a course.