

TABLE OF CONTENTS

SECTION 1 - INTRODUCTION	4
1.1 PURPOSE OF THE HANDBOOK	4
1.1.1 University Policies and Procedures	4
1.1.2 Review and Revision	4
1.1.3 Disclaimer	4
1.2 UNIVERSITY HISTORY, MISSION, AND OBJECTIVES	5
1.2.1 History	5
1.2.2 Mission	6
1.2.3 Institutional Objectives	6
1.3 STATEMENT OF FAITH	6
1.4 STANDARDS OF CONDUCT	7
1.4.1 Community Life Covenant	8
1.4.2 Statement of Human Sexuality	9
1.4.3 Drug-Free Workplace	9
1.4.4 Alcohol-Free Workplace	10
1.4.5 Smoke-Free Workplace	10
1.4.6 Weapons-Free Workplace	10
1.4.7 Confidentiality	11
1.5 SAFE CAMPUS POLICIES AND INITIATIVE	11
1.5.1 Policy on Non-Discrimination and Non-Harassment	11
1.5.2 Behavioral Intervention	12
1.6 UNIVERSITY LEADERSHIP	13
1.6.1 Board of Trustees	13
1.6.2 University Governance	14
1.6.3 Academic Leadership Team	15
1.6.4 Advisory Groups and Committees	15
1.6.5 University Organization Chart	16
SECTION 2 - EMPLOYMENT PRACTICES	16
2.1 EMPLOYMENT PHILOSOPHY AND OBJECTIVES	16
2.2 EQUAL EMPLOYMENT OPPORTUNITY	16
2.2.1 Purpose	16
2.2.2 Policy Statement - Equal Employment Opportunity	17
2.2.3 Policy Statement - Diversity	17
2.3 EMPLOYMENT DEFINITIONS	17
2.3.1 Administrators	17



EMPLOYMENT HANDBOOK

2.3.2	Faculty	18
2.3.3	Staff	18
2.4	TERMS OF EMPLOYMENT	19
2.4.1	Employment At-Will	19
2.4.2	Background Checks	20
2.4.3	Independent Contractors	20
2.4.4	Volunteers	20
2.5	SELECTION AND HIRING PROCESS	20
2.6	EMPLOYMENT POLICIES	21
2.6.1	Introductory / Initial Employment Period	21
2.6.2	Employment of Relatives	21
2.6.3	Employment of Minors	21
2.6.4	Disability Accommodation	22
2.6.5	Re-employment	22
2.6.6	Personnel Files	22
2.6.7	Conflict of Interest	23
2.6.8	Ambassadorships	23
2.7	PERFORMANCE EVALUATION	23
2.7.1	Performance Appraisals	23
2.7.2	Corrective Action Process	24
2.7.3	Disciplinary Action Process	24
2.8	GRIEVANCE PROCEDURES	25
2.8.1	Personal Grievance	25
2.8.2	Grievance with an Employment Policy or Action	26
2.9	OPPORTUNITIES FOR GROWTH	26
2.9.1	Promotion	26
2.9.2	Advancement	27
2.9.3	Transfers	27
2.10	SEPARATION OF EMPLOYMENT	27
2.10.1	Resignation	27
2.10.2	Involuntary Termination	27
2.10.3	Exit Interview	28
2.11.1	Employment References	28
2.11.2	Other References	28
SECTION 3 - COMPENSATION AND PAY PRACTICES		29
3.1	FAIR LABOR STANDARDS ACT	29
3.1.1	Exempt Positions	29

3.1.2	Non-exempt Positions	29
3.1.3	Overtime	29
3.1.4	Work Week	29
3.2	PAY PERIODS	29
3.2.1	Regular Employees	29
3.2.2	Adjunct Faculty, Coaches, Instructors, Teaching Assistants, and Overload Pay	30
3.3	RECORDING ATTENDANCE AND WORK TIME	30
3.3.1	Employees in Exempt Positions	30
3.3.2	Employees in Non-exempt Positions	30
3.4	PAYROLL DEDUCTIONS	30
3.4.1	Taxes	30
3.4.2	Taxes on Tuition	31
3.4.3	Employee Contributions Toward Benefits	31
3.4.4	University Giving	31
3.5	DIRECT DEPOSIT	31
3.6	DETERMINATION OF COMPENSATION	31
3.6.1	Full-time Faculty Positions	31
3.6.2	Part-time Faculty Positions	32
3.6.3	Adjunct Faculty Positions	32
3.6.4	Staff Positions	32
3.7	RAISES	32
3.8	PAY IN THE EVENT OF EMERGENCY CLOSING	33
3.9	PAYROLL ACCESS AND SERVICES	33
SECTION 4 - GENERAL PRACTICES		34
4.1	COMMUNICATION OF INFORMATION	34
4.1.1	Communications and Marketing	34
4.1.2	Social Media	34
4.1.3	Computer Network Files	34
4.1.4	Email	34
4.1.5	Employment Bulletin Board	35
4.1.6	Notification of Emergency Situations	35
4.1.7	Telephone Directory	36
4.1.8	The Campus Walk	36
4.1.9	University Calendar	36
4.1.10	University Updates	37
4.2	SOLICITATION AND DISTRIBUTION OF LITERATURE	37
4.3	POSTING OF NOTICES AND SIGNS	37



EMPLOYMENT HANDBOOK

4.3.1	Temporary Notices	37
4.3.2	Permanent Signage	38
4.4	ATTENDANCE	38
4.4.1	Expectations	38
4.4.2	Procedure for Reporting Absence	38
4.5	REPORTING WORK-RELATED INJURY OR ILLNESS	38
4.6	FACILITIES, EQUIPMENT, SUPPLIES, AND SERVICES	39
4.6.1	Technology Services	39
4.6.2	Campus Services	40
4.6.3	Keys	40
4.6.4	ID Cards	40
4.6.5	Library Services	41
4.6.6	Mail Services	41
4.6.7	Office of Safety and Security	41
4.6.8	Office or Workspace	42
4.6.9	Parking	42
4.6.10	Room Use and Reservations	42
4.6.11	Recreational Facilities	42
4.6.12	Telephones	43
4.7	PROFESSIONALISM	43
4.7.1	Personal Attire	43
4.7.2	Customer Service	44
4.7.3	Respectful Communication	44
4.7.4	Attentiveness to Work	44
4.8	COMMUNICABLE DISEASES	44
4.8.1	Communicable Disease Policy	44
4.8.2	Americans with Disabilities Act	44
4.8.3	Disposal of Needles, Syringes, and Lancets	44
4.9	FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)	45
4.10	MINORS ON CAMPUS	45
4.11	SERVICE ANIMALS	45

SECTION 1 - INTRODUCTION**1.1 PURPOSE OF THE HANDBOOK**

This Employment Handbook has been developed to meet the needs of the administration, faculty, and staff. Throughout this Employment Handbook, this document will be referred to as the “Handbook,” and Cairn University may be referred to as “Cairn” or the “University.”

This Handbook provides a general outline of University employment practices, a summary of certain employment policies, and a reference guide to certain University policies which provide further detail to many of the topics covered in the Handbook. The summaries stated and policies referenced in this Handbook are subject to change at any time at the sole discretion of the University. From time to time, updated information will be made available concerning changes to the Handbook content, including added or revised Handbook pages. It is each employee’s responsibility to review revisions and access the current version of the Handbook. Employees who have any questions about the Handbook should contact the Vice President of Human Resources.

Employees of the University should familiarize themselves with the contents of the Handbook as it outlines responsibilities, benefits, and certain University policies.

In addition to this Handbook, an Academic Information Guide Faculty Manual is provided to faculty members and other employees who perform academic-related duties. References to certain topics covered in the Faculty Manual are made throughout this Handbook.

1.1.1 University Policies and Procedures

University policies, including but not limited to those referenced in the Employment Handbook, explain procedures for conducting University business and establish expectations of employees. Employees of the University must follow the University’s policies and procedures, including those dealing directly with students, in effect at the time. Employees receive notification of policy release or changes by University-wide email, announcement in the faculty and staff newsletter, and/or from supervisors. It is each employee’s responsibility to become familiar with new or changed policies as they are made available. Current policies are available on the K drive and on the Cairn website.

1.1.2 Review and Revision

The Vice President of Human Resources is responsible to coordinate revisions to this Handbook as directed by the President’s Cabinet and based on changes which may originate from the departments of the University.

1.1.3 Disclaimer

This Handbook represents a summary of some of the employment-related University policies and practices. However, the Handbook is not exhaustive. The University retains the sole right in its judgment to modify, suspend, interpret, cancel, in whole or in part, at any time, and with or without notice, any of its policies or practices.

This Handbook is not a contract guaranteeing employment for any specific duration and does not guarantee or promise that the benefits set forth herein will always be available. Changes to University policy do not create contractual rights. Information on who is able to enter into agreements is contained in 2.4.

1.2 UNIVERSITY HISTORY, MISSION, AND OBJECTIVES

1.2.1 History

Cairn University enjoys a heritage that spans over one hundred years. Founded in 1913, it began as two separate institutions that merged to form Philadelphia Bible Institute in 1951, a school that offered only three-year diplomas and focused primarily on the training of lay people.

In 1958, PBI became Philadelphia College of Bible when the Commonwealth of Pennsylvania granted the institution approval to offer a four-year program leading to the Bachelor of Science in Bible degree. This established PCB as a school for training students for vocational ministry in the church and related organizations.

Strengthening its educational program by developing an academically rigorous core of biblical studies and liberal arts courses, PCB attained accreditation from the Middle States Commission on Higher Education in 1967. In doing so, PCB became one of only a few Bible colleges in the nation to receive such regional accreditation. PCB then added the Bachelor of Music and the Bachelor of Social Work degrees, which began the development of a series of programs in various professional fields. This further distinguished PCB from traditional Bible colleges in America, as graduates were being prepared for careers in fields other than vocational ministry within the church.

In 1979, the College relocated from Center City Philadelphia to the Bucks County suburb of Langhorne, Pennsylvania. Bachelor's degrees in education and business administration were developed, as well as graduate level programs in biblical studies, Christian counseling, education, educational leadership and administration, and organizational leadership. In 2000, the Commonwealth granted approval for university status and the institution changed its name to Philadelphia Biblical University.

In 2012, the University's Board of Trustees voted to change the name of the institution to Cairn University. A cairn is a symmetrical stack of stones used as a landmark, trail marker, or a memorial. The new name reflects the University's central commitment to Christ and His Word, as well as its continued efforts to grow and expand its programs and offerings.

The institution has had many names in its more than 100-year history, but as PSOB, BIOPA, PBI, PCB, PBU, and now as Cairn, the University's core commitments remain the same.

Today, with over seventy academic programs and specializations listed in the catalog and the approval of such bodies as the Council on Social Work Education, the National Association of Schools of Music, the International Accreditation Council for Business Education, the Pennsylvania Department of Education, the Association of Christian Schools International, and

the Association for Biblical Higher Education, Cairn is one of the most thoroughly accredited schools of its type.

Students have the opportunity to earn degrees in a broad variety of scholarly, professional, and ministry areas. Undergraduate students not earning the B.S. in Bible degree earn a minimum of 30 credits in Bible and theology in addition to the biblical integration that is a hallmark of Cairn's academics. Graduate students earn master's degrees that facilitate professional and intellectual development with a standard core of biblical and theological courses.

Undergraduate students also have the option of dual-level programs, earning a master's degree at the same time as a bachelor's degree, or they may pair the B.S. in Bible degree with a professional undergraduate degree in a double-degree format. While its core commitments to preparing students for Christian service and teaching the Bible as a foundation for all of life and learning have remained central, Cairn has emerged as a private Christian university with a reputation for academic excellence and an ability to prepare students for professional service in the church, society, and the world.

1.2.2 Mission

Cairn University exists to educate students to serve Christ in the church, society, and the world as biblically minded, well-educated, and professionally competent men and women of character.

1.2.3 Institutional Objectives

1.2.3.1 As an academic institution committed to intellectual development, the idea that all truth is God's truth, and the biblical truth that the fear of the Lord is the beginning of all wisdom, the University purposes to impart to its students a knowledge of God, themselves, and the world in which they live.

1.2.3.2 As an academic institution committed to spiritual maturation, the University purposes to develop the character of its students according to the teaching and example of the Lord Jesus Christ, as set forth in Holy Scripture.

1.2.3.3 As an academic institution committed to Christian ministry, the University purposes to prepare students to the highest degree of professional competency and to instill in them a commitment to an intentional and obedient life of service to Christ in the church, society, and the world.

1.3 STATEMENT OF FAITH

1.3.1 We believe that there is only one God, Creator of heaven and earth, who exists eternally in three equal persons - Father, Son, and Holy Spirit.

1.3.2 We believe that the Old and New Testament Scriptures are the inspired Word of God, written under the guidance of the Holy Spirit without error in the words of the original documents and providentially preserved as the supreme authority for faith and life.

- 1.3.3 We believe that human beings were specially created by God to be perfect bearers of His image, but that through sin they alienated themselves from Him. Consequently, they have inherited a nature incapable of pleasing God and have incurred the certainty of physical death and the prospect of eternal punishment.
- 1.3.4 We believe that Jesus Christ, the eternal Son of God and second person of the Godhead, is the Word made flesh. He was conceived by the Holy Spirit and born of the virgin Mary. He is therefore fully divine and fully human.
- 1.3.5 We believe that Jesus Christ, being without sin, died as the substitute for sinful humanity, and that His death is sufficient both to satisfy the justice of an offended holy God and to reconcile sinners to Him. We believe that Jesus Christ was raised from the dead bodily and ascended in that form into heaven, where He sits at the right hand of the Father, and is presently interceding for His own as High Priest and Advocate.
- 1.3.6 We believe that sinners are justified by faith alone, forgiven, reconciled to God, kept by Him, and granted eternal life as a gift of His grace, which they receive by faith alone in the crucified and risen Savior, Jesus Christ. We believe that all who trust Him are born of the Holy Spirit and thereby become the children of God.
- 1.3.7 We believe that the the Church is the body of Christ inaugurated by the Holy Spirit at Pentecost, and consists solely of those who have trusted Jesus Christ for salvation. We believe that its members are indwelt by the Holy Spirit from the moment of conversion and are enabled by Him to glorify the Lord Jesus by living godly lives, strengthening one another, and making disciples throughout all nations.
- 1.3.8 We believe that Jesus Christ will return to the earth personally and physically to receive His people into His presence, to bring judgment on an unbelieving world, and to establish His sovereign rule of righteousness and peace over the earth. We believe His coming could occur at any time.
- 1.3.9 We believe that both believers and unbelievers will be raised from the dead bodily, believers to conscious eternal blessedness in God's presence and unbelievers to conscious eternal punishment and separation from Him.

1.4 STANDARDS OF CONDUCT

Specific standards of conduct for faculty, staff, and administration are noted below as well as throughout this Handbook. Specific standards of conduct for students and trustees can be found in the respective handbooks for each group.

1.4.1 Community Life Covenant

Cairn University is an academic community of Christian students, faculty, and staff. As such, and in keeping with the mission and vision of the University, members of the Cairn community are to exhibit biblical wisdom and Christian maturity regarding their personal conduct and behavior toward others. They should be sensitive regarding the testimony of their personal lives in representing the Lord Jesus Christ, His Church, and the University. Members of the University community should live according to 1 Corinthians 10:31: “Whatever you do, do all to the glory of God.”

Christian community involves covenantal responsibility and mutual obligation to one another as members of one body living together before a righteous and holy God. Therefore, members of the University community are to be guided by biblical admonitions to demonstrate Christian love and concern for others, honesty, fairness, justice, kindness, forgiveness, mutual edification, self-control, deference, respect, and social responsibility toward one another and all people.

Because Christian community exists in social and cultural context, members must be careful to demonstrate civility and respect for those with whom they disagree, while exercising wisdom in evaluating the ideas and activities of others. Christians living in harmony share a deep concern for the Body of Christ, defer to one another, reason together, and express genuine Christian love, as outlined in Romans chapter fourteen.

The following standards apply to all University faculty and staff members of Cairn. These standards are established on the bases of state and federal laws, biblical teaching, and University policy. The administration is responsible to, and reserves the right to exercise judgment in interpreting and enforcing these standards and all matters related to them based upon the totality of the circumstances.

- 1.4.1.1 Hazing is classified as a crime by the Commonwealth of Pennsylvania; the University will not allow this type of activity. Hazing is defined as any type of initiation process which includes actions that may potentially cause bodily harm, physical exhaustion, personal embarrassment, loss of dignity, emotional trauma, or mental duress.
- 1.4.1.2 Harassment or discrimination against others on the basis of race, national origin, age, sex, or handicap is not tolerated. Intimidation and violence through words or action are prohibited. This includes but is not limited to threats, verbal attacks, vandalism, stalking, acts of hatred, and physical attack.
- 1.4.1.3 Faculty and staff members are to be highly selective in their choices of entertainment. Biblical standards and discernment should serve as guidelines in making personal decisions. Pornographic materials, including electronic media and sexually explicit internet sites and email are not to be viewed, possessed, distributed, or transmitted on or away from campus.

- 1.4.1.4 Cairn affirms the biblical teachings that a sexual relationship is intended only within a heterosexual marriage of husband and wife. Faculty and staff members are to abstain from any type of sexual activity or immoral relationship outside of the marriage of a man and a woman.
- 1.4.1.5 Tobacco, alcohol, illegal drugs, including illegally obtained prescription drugs, and gambling are prohibited on the Cairn campus. All state and federal laws concerning these are to be strictly observed.

1.4.2 Statement of Human Sexuality

Cairn University is a Christian university community, embracing both the authority of the Old and New Testament scriptures as God’s Word, and the historic orthodox Christian understanding of marriage and human sexuality. As such, we hold that the behavioral expression of human sexuality is intended only to take place within the covenant of marriage between a man and a woman. We also believe that gender is part of the order of God’s creation from the beginning and that humans are created male and female and that both are very good in God’s eyes. We seek to honor God by cultivating a community that reflects these biblical commitments and upholds biblical standards related to gender and sexual behavior.

Our foundational biblical commitments are:

- 1.4.2.1 Human beings - male and female - are created as gendered beings. The goodness of these distinctions is explicitly affirmed by God (Gen. 1:27, 1:31).
- 1.4.2.2 Marriage between a man and a woman is a gift from God, with many benefits and with great spiritual significance. Sexual intimacy is to take place only within the marriage covenant, made between a man and a woman. This is affirmed throughout the Bible, and reaffirmed by the Lord Jesus Christ (Gen. 2:18, 21-24; Matt 19:4-9; Eph. 5:32; Heb. 13:4).
- 1.4.2.3 Followers of Jesus Christ are to remain celibate outside the bonds of marriage (1 Cor. 6:13, 18-20; Heb 13:4).
- 1.4.2.4 Scripture expressly forbids certain sexual behaviors, including, but not limited to: fornication, adultery, incest, and homosexual acts (Ex 20:14; Lev. 18:7-23, 20:10-21; Matt 5:27-28; Rom 1:20-27; 1 Cor 6:9; Gal 5:19; Eph 4:17-19; Col 3:5).

Cairn University is committed to follow the Lord Jesus Christ in all areas of communal life. This means that, in addition to pledging ourselves to the preceding biblical principles of sexual fidelity, we also are committed to being a community governed by love of all people, a community of grace, and a place that allows for repentance and redemption.

1.4.3 Drug-Free Workplace

- 1.4.3.1 In compliance with the Drug Free Workplace Act of 1988, the University seeks to maintain a positive working environment free of illegal drugs. It is the responsibility of employees to cooperate with the intent of the law. Violations of policy on drug and/or alcohol abuse should be reported to a University Administrator.

- 1.4.3.2 The use, sale, or purchase of illegal drugs on University premises is strictly prohibited. Illegal drugs are those on the list of “controlled substances” published by the Federal Drug Enforcement Administration, which includes, but is not limited to, such drugs as methamphetamine, crack, LSD, cocaine, MDMA (ecstasy), PCP, and heroin. For policy purposes, illegal drugs also include any medications which, while legal, are obtained without physician’s authorization and intended for illegal use or sale.
- 1.4.3.3 Employees found in violation of the use, possession or purchase prohibitions will be subject to disciplinary action up to and including termination of employment and criminal prosecution. Employees found in violation of the sale prohibition will be terminated and may be subject to criminal prosecution.
- 1.4.3.4 Employee drug consumption that precludes the employee from performing the essential duties of the job, whether prescribed by a physician or not, will not be tolerated. Under no circumstances should an impaired employee be allowed to drive. Administration will be responsible for arranging alternative means of transportation for the employee so as to assure the employee does not endanger himself/herself or others.

1.4.4 Alcohol-Free Workplace

Consumption of alcoholic beverages or possession of alcoholic beverage containers on University premises is strictly prohibited. Employees found in violation will be subject to disciplinary action, up to and including termination of employment. Employees are prohibited from drinking alcoholic beverages while traveling on any student-related Cairn-sponsored trip, or at any Cairn student-related event.

1.4.5 Smoke-Free Workplace

The University maintains a smoke-free workplace. Smoking of all types (e.g., cigarettes, e-cigarettes, cigars, and pipes) is prohibited on University premises. This policy will contribute to the health and comfort of all our employees, students, and visitors.

1.4.6 Weapons-Free Workplace

The President’s Cabinet determines the number of armed security personnel necessary to protect Cairn’s students, staff, faculty, and visitors/guests. Those who have not been authorized to carry weapons may not have on campus, in their private vehicles, or in their offices any weapons (or “toys” which resemble weapons), including but not limited to, registered and unregistered guns, stun guns, live ammunition, fireworks or other explosive devices, pellet guns, BB guns, airsoft guns, paintball guns, CO2 guns, bow and arrows, crossbows, wrist rockets, water balloon launchers, swords, martial arts devices, whips, spears, dangerous chemicals, and/or knives with blades over three inches long. This regulation also includes malicious use of any instrument capable of inflicting bodily harm to any person. Cairn reserves the right to confiscate these or other devices which are deemed dangerous to others.

1.4.7 Confidentiality

The information that an employee works with at Cairn is the property of the University. Employees who have access to information that the University deems to be confidential may not reveal or discuss this information with anyone other than their supervisor, or as directed by the supervisor. Specific departments may have additional confidentiality policies with which an employee must comply to ensure that there is no disclosure of sensitive information.

1.5 SAFE CAMPUS POLICIES AND INITIATIVE**Overview**

Provision of a safe campus at Cairn is the responsibility of the entire educational community. When dealing with an open campus in the midst of a larger community, and simply as we deal with one another, we must anticipate that dangers and threats exist. Cairn conducts a [Safe Campus Initiative](#) that has been created by governing policies and by uniting a team of professionals to train students, faculty, and staff about policies, prevention, reporting and wellness resources.

A variety of federal and state laws inform the University's Safe Campus policies and practices to care for its students and employees. Included in these are Title IX, the Violence Against Women Act (VAWA), the Jeanne Clery Act, issues related to domestic violence, dating violence, stalking, sexual assault, and other health, safety and security-related regulations. Please refer to the following for details: Non-Discrimination and Equal Opportunity, 5501-01; Sexual Misconduct, 5501-02; and the Annual Campus Security Report. These may be found at <http://cairn.edu/employees/>.

The Office of Safety and Security conducts regular training and drills to prepare employees to respond to critical incidents. Among Employee Training Modules available at <https://cairn.edu/employee-training/>, is "Run, Hide, Fight", a brief overview of crisis response readiness including steps to take in the event of an active shooter on campus. Employees are required to complete this training and are encouraged to review it periodically.

1.5.1 Policy on Non-Discrimination and Non-Harassment

The University is committed to maintaining a positive, constructive environment in which employees and students may enjoy safety and equality in their employment and educational pursuits. The University will not tolerate discriminatory harassment which is defined as detrimental action based on an individual's gender, race, color, age, national or ethnic origin, physical or mental disability, veteran status, pregnancy status, or other protected status that is so severe, persistent, or pervasive that it unreasonably interferes with or limits an individual's ability to participate in or benefit from the University's employment or educational programs or activities. These forms of harassment not only violate University policy but also violate state and federal law.

Detrimental action includes unwelcome behavior based on threats or promises from someone in a position of power or authority, the creation of a hostile environment, or retaliation for reporting misconduct. Discriminatory harassment can include but not be limited to any form of

unwanted sexual advance, offering benefits in exchange for sexual favors, making threats or reprisals after a negative response to sexual advances, visual conduct such as leering, making sexual gestures, exposing one's genitals, displaying sexually suggestive objects or pictures, verbal conduct such as comments, epithets, jokes or slurs, verbal advances or propositions, sexually degrading words notes or letters, and any type of touching, assaulting, or impeding movement.

All members of the community should know that the University will not tolerate such behavior and those that engage in any of the above mentioned will be subject to discipline and potential dismissal.

Members of the community who wish to report a concern or complaint related to discrimination, sexual harassment or sexual assault by any member of the Cairn community may do so using any of the following options:

- Title IX Coordinator and Sr. Vice President for Student Affairs and Administration, Scott Cawood (tel. 215-702-4216, scawood@cairn.edu);
- Deputy Title IX Coordinator, Vice President of Human Resources, Mary Boyer (tel. 215-702-4541, mboyer@cairn.edu);
- Director of the Office of Safety and Security, Chris Lloyd (tel. 215-702-4535, clloyd@cairn.edu);
- Or by using the [online reporting form](#).

While the University encourages internal notification of concerns or complaints in order to have the opportunity to follow up, employees have the legal right to file reports directly to the Office of Civil Rights (OCR) by contacting them at 1-800-421-3481; Email: OCR@edu.gov; Web: <http://www.ed.gov/ocr>.

1.5.1.1 Employee Responsibilities

With few exceptions, all employees are considered "Responsible Employees" as defined by the Office of Civil Rights and the Department of Education. As such, employees, when told directly or indirectly about an incident of sexual harassment or assault, must report it. Responsible employees are not permitted to keep discriminatory harassment matters confidential. Responsible Employees:

- Have the duty to report any type of misconduct or detrimental behavior to appropriate officials
- Have the ability to take action to stop or prevent continued harassment
- Are persons which the student would reasonably believe have such authority or responsibility

Cairn employees who fulfill duties whereby the nature of their employment at Cairn requires them to protect the confidentiality of individuals who, within this context, report discriminatory harassment, are not required to report it. Such positions are limited to the university nurse and Oasis counselors. Outside of the University, individuals can have confidential conversations with rape crisis facilities, lawyers, or members of the clergy.

1.5.2 Behavioral Intervention

Cairn University is committed to providing an environment that both supports students and challenges them to realize their full potential. Ensuring the physical and emotional safety of students, faculty and staff is of utmost importance in promoting an atmosphere that encourages learning and productive employment. Behavior, or the threat of behavior, that presents a danger to oneself or others in the campus community will be addressed by the appropriate university personnel. Cairn University has created a team of professionals from across campus that are committed to a caring, confidential program of identification, intervention and response in order to provide our students with the greatest chance of success and to protect the safety of our community. The Behavioral Intervention Team (BIT) is an advisory group of administrators who may assist one another in the identifying, assessing and monitoring of high risk behaviors exhibited by members of the campus community and individuals from outside the university who could pose a concern or threat to the campus community. This team is responsible for assessing reports of troubling behavior on the part of students, faculty, or staff, and implementing interventions that are in the best interest of the University and the individual. Team members include: Dean of Students, Director of Safety and Security, Director of Oasis Counseling Center, Director of Resident Life, Academic affairs/Registrar (as needed), University Nurse.

Members of the university community are encouraged to be alert to students who seem in personal psychological/mental health distress or evidence the possibility of violent acts on the part of students, employees, visitors or others. Information regarding violence, the threat of violence or other behavior of concern should be immediately reported to campus officials. Reports will be handled in a confidential manner to the extent possible. For more information about our Behavioral Intervention Team or how to identify when to report an incident please refer to Cairn's Behavioral Intervention Team webpage. Anyone can report a concern by filling out a BIT online form. However, for an immediate threat or emergency, call the office of Safety and Security at 215-702-4350.

1.6 UNIVERSITY LEADERSHIP**1.6.1 Board of Trustees**

The Board of Trustees of Cairn University consists of approximately 20 men and women who support the University's Mission, Statement of Faith, and Community Life Covenant. The board's primary responsibilities include establishing and monitoring the direction and major decisions of the University, providing oversight and support of the President, and promoting the University both financially and professionally in their respective spheres of influence.

Board members are elected following a period of recruitment and evaluation. The persons the board seeks as members are those whose lives demonstrate that they are followers of Christ, have served as leaders of Christian or secular organizations, and have the experience, expertise, and perspectives needed by the board of trustees to accomplish its work.

The full Board generally meets twice per year, once during the Fall and once during the Spring semester. Board committees, which include Academic Affairs, Executive, Finance, Governance,

Master Planning, Student Life/Enrollment, and University Advancement, may meet on a more frequent or as-needed basis.

1.6.2 University Governance

The University's leadership is organized with the President serving as Chief Executive Officer, connecting the decisions and directions established and endorsed by the Board of Trustees to the Administrators for implementation and ongoing management. The University's mission and its Strategic Plan serve as foundational guiding documents for decisions made in all areas and at all levels.

The President, who serves as a member of the Board, keeps the Board informed through regular communication including phone calls, email, and periodic committee and full-board meetings. The President is the University's key decision-maker and has a high degree of discretion to work within the overarching interpretation of the mission as established by the board, and the budgetary, personnel, program, and facility capacities of the University's divisions.

The President's Cabinet assists the President in decision-making and serves the President as advisors, both on an individual basis representing their specific areas of expertise, as well as on a committee basis by way of refining and coordinating steps necessary for cross-departmental implementation of initiatives and decisions.

President's Cabinet members, also referred to as Administrators, also bring questions, concerns, ideas, and proposals to the President and to the Cabinet, which generate discussion, inform decision-making, and ensure consistency with established mission and strategy. Decisions made by the President's Cabinet involving strategic initiatives and operational matters fall to the President and Administrators to implement by working with and managing through their direct reports. The President's Cabinet is comprised of the following:

1.6.2.1 President

The President, as the chief executive officer of the University, is responsible for the general and active management of the business of the University and is responsible to see that orders and resolutions of the Board of Trustees are carried into effect.

1.6.2.2 Senior Vice President and Provost

The Senior Vice President and Provost holds an administrative position and has the final responsibility for the development, implementation, and assessment of the academic programs, personnel, and services.

1.6.2.3 Senior Vice President for Student Affairs and Administration

The Senior Vice President for Student Affairs and Administration holds an administrative position and is authorized to direct co-curricular student programs, activities, and services, as well as the work of various departments which provide campus-wide support services to students, faculty, and staff.

1.6.2.4 Senior Vice President for Advancement and Communications

The Senior Vice President for Advancement and Communications holds an administrative position and is authorized to direct: internal and external communications to constituent groups; departments and individuals responsible for activities which enhance opportunities for student enrollment; and to foster relationships and mutual support between the University and its various constituencies for the furtherance of institutional goals as accomplished through alumni relations, endowments, and fund-raising areas of the University.

1.6.2.5 Senior Vice President for University Advancement

The Senior Vice President for University Advancement holds an administrative position and is responsible.

1.6.2.6 Senior Vice President for Finance

The Senior Vice President for Finance holds an administrative position and is responsible for the administration and management of the financial, banking, investing, and business operations of the University.

1.6.2.7 Senior Vice President of Human Resources

The Senior Vice President of Human Resources holds an administrative position and is responsible for management of programs designed to recruit and retain qualified employees, including administration of policies and practices for benefits, compensation, employee relations and employment-related compliance.

1.6.3 Academic Leadership Team

In addition to the Board of Trustees and the President's Cabinet, the Academic Leadership Team (ALT) also has decision-making authority. The ALT is comprised of the deans of the University's Schools. The ALT has authority to develop, assess, and revise academic programs and policies related to academic operations, instruction and learning, online course development, and to address concerns about student- and academic-related matters. As required, the approval of new programs and policies are provided to the President's Cabinet, through the Sr. Vice President and Provost, for final approval or recommendation to the Board.

The President's Cabinet and Academic Leadership Team periodically meet together as the joint leadership committee, to discuss general academic strategy.

1.6.4 Advisory Groups and Committees

1.6.4.1 President's Advisory Council

The President's Advisory Council is an external group of individuals who share an interest in and support for the University. PAC members are identified by the President or Board and become members by invitation. They gather annually or biannually to openly discuss elements of the University's strategic plan in the context of the University's direction, accomplishments, funding, and initiatives, and provide feedback to the President on perceptions of the University as viewed by the members and their various constituencies. The PAC assists in the recruitment of new Board members.

1.6.4.2 Administrative Council

The Administrative Council is an internal group comprised of the department or functional leaders from various departments. Admin Council participants meet regularly to discuss a variety of operational matters, take steps to problem-solve, and recommend initiatives and improvements to the President's Cabinet.

1.6.4.3 Faculty Representation

Faculty are well-represented by way of key faculty members' inclusion on the Academic Leadership Team, Management Council, committees, task forces, and work teams, as well as by the Provost's representation of academic-related matters to the President and the President's Cabinet. Deans are full-time members of the faculty and serve in both administrative and teaching roles.

1.6.5 University Organization Chart

A current University Organizational Chart of divisions, schools, and departments and their respective administrators, deans, and directors, is available from the Foundational Documents folder on the K drive, as well as <https://cairn.edu/employees/#>.

SECTION 2 - EMPLOYMENT PRACTICES

2.1 EMPLOYMENT PHILOSOPHY AND OBJECTIVES

The University endeavors to provide a good working environment for its employees. Accordingly, the University employment objectives are to:

- Seek employees of the highest quality
- Select employees on the basis of skill, training, education, experience abilities, character, and profession of faith, without discrimination
- Continually review and improve, where possible, employee compensation, benefits, and working conditions
- Respect the individual rights of each employee and treat all employees with courtesy and consideration
- Provide the opportunity for employees to discuss with their supervisor or others in leadership, any employment-related issues pertaining to their own welfare or the welfare of the University
- Make promotions and advancements from within the University whenever possible
- Keep employees informed of the progress of the University as well as keep them acquainted with its overall vision, objectives, and goals

2.2 EQUAL EMPLOYMENT OPPORTUNITY

2.2.1 Purpose

Cairn University is an equal opportunity employer and has adopted the following policy and procedures in compliance with Title VII of the Civil Rights Act of 1964 and Title IX of the Education Act 1972, as amended and other applicable laws, in order to establish set procedures and goals designed to promote and ensure diversity and equity among its employees. Cairn

believes that these principles are important not only from an educational perspective but also from a biblical perspective. See [Equal Employment Opportunity, 5521-04](#).

2.2.2 Policy Statement - Equal Employment Opportunity

Believing that God values and calls men and women from every language, people, and nation into His kingdom, Cairn University is committed to cultivating and maintaining a culturally diverse educational environment. It is the policy of Cairn University to provide equal employment opportunity to employees and candidates for employment. Within the parameters of the University's Statement of Faith, Community Life Covenant, and Statement on Human Sexuality there shall be no discrimination against any employee or candidate for employment due to race, color, national or ethnic origin, sex, age, veteran status, or known disability. This policy is applicable to the policies governing recruitment, selection, promotion, training, rates of pay and all other terms, and conditions of employment.

Compliance with this policy is the personal responsibility of all personnel, especially those whose duties include the hiring of new employees and the management of current employees. As an equal opportunity employer, the University will cooperate fully in the implementation of applicable laws and executive orders.

Cairn University complies with all applicable federal and state non-discrimination laws. Cairn University is an equal opportunity institution. As a religious educational institution, Cairn University is permitted under the exemptions set forth in Title VII of the Civil Rights Act of 1964 and the First Amendment to the U.S. Constitution to prefer employees on the basis of religion. Further, the University asserts its right to employ persons who subscribe to the mission, vision, statement of faith, and community life standards of the University.

Applicants or current employees who feel that they have been discriminated against in the area of employment should contact the Title IX Coordinator.

2.2.3 Policy Statement - Diversity

Cairn University is strategically located within a metropolitan region of significance and influence. The diversity of culture, language, and ethnicity of the region affords the University a unique opportunity to fulfill its mission of educating students to serve Christ in the church, society, and world as biblically minded, well-educated, and professionally competent men and women of character.

As an academic institution committed to the intellectual development, spiritual maturation, and Christian ministry of the students, the University acknowledges that the Church is a multi-ethnic, multi-cultural, multi-economic, and multi-national body of believers. The concomitant commitment then is to foster on campus an environment in which believers of various races, colors, national origins, genders, ages, and levels of economic status and physical ability can thrive and pursue all that God intends for them.

The University strives to equip students to be able to negotiate the diversity of their world, foster in them an appreciation of human differences that are present in every person, and

develop in them a character that values the dignity and worth of every human being with a commitment to teaching of the Word of God.

2.3 EMPLOYMENT DEFINITIONS

2.3.1 Administrators

Administrators are executives of the University who hold positions of responsibility for overseeing the major areas of University operations. Current administrators include the President, the Senior Vice President and Provost, the Senior Vice President for Student Affairs and Administration, the Senior Vice President for Marketing and Enrollment, the Senior Vice President for University Advancement, the Senior Vice President for Finance, and the Vice President of Human Resources. Together, these individuals comprise the President's Cabinet.

2.3.2 Faculty

Employees who receive employment agreements, are associated with a school of the University, teach as their primary responsibility, and are members of the faculty of the University. Faculty members are further classified as follows:

2.3.2.1 Full-time Faculty

Full-time faculty have employment agreements for one or more 12-month period beginning July 1 and ending June 30, teach a regular load of at least 24 credit hours per academic year, and may have responsibilities for administration, advisement, and committee participation. Certain responsibilities other than teaching may comprise a portion of the load (e.g., department Chair). Full-time faculty are assigned rank. Information on faculty rank is found in the Faculty Manual.

2.3.2.2 Benefited Part-time Faculty

Benefited part-time faculty have employment agreements for one 12-month period beginning July 1 and ending June 30, teach less than a regular, full-time load but at least 18 credit hours per academic year, and may have responsibilities for administration, advisement, and committee participation. Certain responsibilities other than teaching may comprise a portion of the load.

2.3.2.3 Part-time Faculty

Part-time faculty have employment agreements for one 12-month period beginning July 1 and ending June 30, teach a regular load of not less than nine and not more than 18 credit hours per academic year, and have no or limited additional responsibilities for administration, advisement, and committee participation.

2.3.2.4 Adjunct Faculty

Adjunct faculty members are individuals who agree to teach on a course-by-course, semester-by-semester basis.

2.3.3 Staff

Staff members are at-will employees whose primary responsibilities are administrative- or support-related. Staff members are classified as follows:

2.3.3.1 Full-time Staff

Full-time staff employees are generally employed year-round and work a regular schedule of at least 40 hours per week.

2.3.3.2 Benefited Part-time Staff

Benefited, part-time staff employees are generally employed year-round to work at least 30 hours per week on a regular basis.

2.3.3.3 Part-time Staff

Part-time staff employees are generally employed year-round and work a regular schedule of fewer than 30 hours per week, on average.

2.3.4.4 Temporary Staff

Temporary staff employees are employed on a temporary, occasional, or seasonal basis for a limited period of time not to exceed 12 months. Temporary employees may work part- or full-time schedules.

2.4 TERMS OF EMPLOYMENT

Adjunct faculty receive employment agreements on a course-by-course or semester-by-semester basis. Full- and part-time teaching faculty members are employed by the University for periods of up to twelve months in length according to the following guidelines:

Full-time and benefited part-time faculty receive one, two, or three year agreements depending on their length of service, performance, and student enrollment. Full-time faculty normally receive a series of one-year agreements for their first three years of employment and, after three years of service, may receive two-year agreements until they have served for a cumulative total of seven years. After seven years of service, full-time faculty may receive three year agreements. These will be updated annually. An agreement year extends from July 1 through June 30.

A new agreement ordinarily is offered each year, replacing the previous year's agreement. Occasionally a person with a multi-year agreement may not be issued a new agreement for reasons clearly communicated to the faculty member by the dean of their school or the Provost. In such case, the person will have one or two years remaining on a two- or three-year agreement respectively. Any full-time faculty member who chooses not to serve the University for the duration of an agreement must provide notice of a least one semester.

Each multi-year agreement will state the salary commitment for the first year of the agreement period. Raises may be given in the course of the year in addition to the stated agreement amount.

The University offers a phased retirement program to regular faculty whose combination of age and years of service qualify them for consideration. Phased retirement, when mutually agreeable between the University and the faculty member, allows for special compensation and reduced work load for a two-year period, often bridging to adjunct status or retirement.

2.4.1 Employment At-Will

Employment of administrators and staff at Cairn is voluntary on the part of the employee and the University. While it is hoped that employment relationships will be

continuing, at-will employment, as prescribed by state law, is not for a fixed term, but subject to termination by the employee or the University at any time, with or without notice, and with or without reasons, so long as the termination does not violate applicable employment statutes and case law. There is no guarantee of continued employment, nor is there a requirement that termination of employment be for cause.

The above statement on at-will employment constitutes all agreements and understandings regarding employment of administrators and staff. Except for faculty who are employed on an annual basis, and the President who is appointed by the Board of Trustees, there are no oral or written agreements regarding employment, and no one other than the University President and Senior Vice President and Provost is authorized to make any agreement of employment at Cairn other than for at-will employment.

2.4.2 Background Checks

Employees of the University are required to obtain and provide satisfactorily-completed background clearances as a condition of employment, including the renewal of clearances as required. The University reimburses employees for clearances required for their position. For details, please see the policy [Background Checks, 5521-19](#).

2.4.3 Independent Contractors

Independent contractors are workers who qualify for self-employment status based on factors set forth by the IRS that differentiate the individual's relationship from that of an employment relationship. Only the Senior Vice President and Provost, and the Senior Vice President for Finance may issue agreements with independent contractors. Departments' use of independent contractors is to be endorsed by the Vice President of Human Resources and approved by the department's Senior Vice President. For further information, see the policy [Hiring Independent Contractors, 5521-07](#).

2.4.4 Volunteers

The University benefits from the volunteer services of alumni and friends who support the University's programs in a variety of ways. Volunteers are specifically selected and approved, and given clear expectations and oversight. For details, please refer to [Volunteers, 5521-26](#). This policy also addresses situations involving combining business-related and personal-related travel.

2.5 SELECTION AND HIRING PROCESS

The University adheres to its equal employment opportunity commitment and procedural guidelines outlined in the Equal Employment Opportunity Policy with regard to filling positions (see Section 2.2).

Regular full- and part-time positions are published in *The Campus Walk* and posted on the Cairn website for as long as needed to receive applications from qualified individuals. In certain circumstances exceptions will be made, at the discretion of the President's Cabinet, to fill positions without posting them such as, but not limited to, situations in which, by filling a position from within, an advancement or transfer opportunity may be made available to a current employee.

Depending on the nature of the position, advertisements may be sent to churches, professional associations, recruiters, or other organizations for the purpose of alerting and attracting qualified applicants. Appropriate advertising and selection methodology is determined jointly by the hiring supervisor and the Department of Human Resources. Posting of positions on professional websites is subject to the approval of the President.

Employees are encouraged to apply for positions for which they are qualified and interested.

2.6 EMPLOYMENT POLICIES

2.6.1 Introductory / Initial Employment Period

Newly-hired staff employees' first 90 days of employment are designed as an introductory period. During this time, job training and assessment of the individual's performance and suitability for the position are ongoing. Newly-hired full-time faculty receive initial employment agreements for a period of no more than one year for each of the first three academic years in which they are employed as regular full-time faculty.

The successful completion of this introductory/initial period does not create a contract or a guarantee of employment for any specific duration, nor is salary increase to be expected upon completion of the introductory/initial employment period.

2.6.2 Employment of Relatives

It is the policy of Cairn to hire the best-qualified personnel for available positions as well as to recruit and employ individuals of diverse cultural and ethnic backgrounds. Each application will be considered on its own merits based on the applicant's qualifications, the type of job available, and other relevant factors. Administrators will make hiring decisions on an individual basis, giving primary consideration to the short- and long-term interests of the University.

Although hiring of a relative of an employee is not prohibited, if hired, he/she may not work in a supervisor/employee relationship to the related employee. In addition, both relatives cannot report to the same immediate supervisor. This policy applies to initial employment of a relative as well as to future reporting relationships that may occur when individuals change jobs or departments. This also applies to individuals hired in temporary positions, including adjunct teaching assignments.

Spouses of members of the President's Cabinet may not be employed in any capacity by the University unless their employment precedes their spouse's appointment to a Cabinet position. Exceptions are considered when a spouse's qualifications meet highly specialized staffing needs, and when employment is temporary.

Immediate relative refers to parent, spouse, sibling, grandparent, child, or son- or daughter-in-law.

2.6.3 Employment of Minors

Employment of individuals under the age of 18 is permitted for certain temporary positions. Federal and state laws limit the hours and types of jobs in which minors may work. Supervisors considering filling positions with individuals under the age of 18 are to discuss the position's duties and work schedule with the Vice President of Human Resources.

2.6.4 Disability Accommodation

The University is committed to complying fully with the Americans with Disabilities Act (ADA) and ensuring equal opportunity in employment for persons with qualified non-job-related disabilities. Employment practices and activities are conducted on a non-discriminatory basis.

Hiring procedures have been reviewed and provide persons with disabilities meaningful employment opportunities. Pre-employment inquiries are made only regarding an applicant's ability to perform the duties of the position.

Qualified individuals with disabilities are entitled to equal pay and other forms of compensation (or changes in compensation) as well as in job assignments, classifications, organizational changes, position descriptions, lines of progression, and service-related benefits. Leaves of absence are made available to employees on an equal basis based on leave policies.

Reasonable accommodation is available to qualified, disabled employees where the nature of the qualified disability affects the employee's ability to perform the essential functions of his or her job. Requests for reasonable accommodations for qualified disabilities should be directed, preferably in writing, to the Vice President of Human Resources. Following receipt of such request, the Vice President of Human Resources coordinates discussions about and recommendations for appropriate accommodations.

This policy is neither exhaustive nor exclusive. The University is committed to taking all other actions necessary to ensure equal employment opportunity for persons with disabilities in accordance with the ADA and other applicable federal, state, and local laws. The University will make every effort to protect the privacy of its employees by sharing information about an employee's medical condition and/or disability with those having a legitimate need to know. (Also see Section 4.8.2.)

2.6.5 Re-employment

Regular full- and part-time employees of the University whose employment terminates and who are subsequently re-hired into a regular position will be eligible for credit for prior years of service provided that the duration of the interim period of non-employment does not exceed the length of the initial employment period. Credit for prior years of employment is used to calculate years of service for service awards and may be used to determine vacation eligibility.

Re-employed individuals are not given credit for prior service if their original period of employment was in a student-worker or temporary capacity (including adjunct teaching), or if

the length of the interim period of non-employment exceeds the length of the initial employment period.

2.6.6 Personnel Files

The University maintains personnel files on each employee. Personnel files contain documentation regarding aspects of employment with the University, such as required employment documents, employment dates, positions held, salary changes, performance-related documents, etc. In addition, separate files are maintained containing Employment Eligibility Verification (I-9), benefits enrollment information, medical information that is job-related, and records of work-related injuries. Staff employees may review their personnel files by scheduling an appointment with the Vice President of Human Resources. Faculty may review their personnel files by scheduling an appointment with the office of the provost.

2.6.7 Conflict of Interest

Full-time employees are encouraged to use their gifts in broader public service and ministries appropriate to their interests, time, and abilities. However, they ordinarily should not serve simultaneously in another full-time position. They also should avoid other outside commitments that would interfere with University responsibilities. Conflict between outside activities and the fulfillment of University responsibilities may lead to a request that the employee curtail non-University commitments.

Full-time faculty must notify their dean of their intention to take on additional employment. The dean will discuss with the faculty member the potential impact, both positive and negative, such employment may have on the University. During the process of regular performance review, faculty must review with their dean the impact of outside activities on their performance. This can help to maintain the effectiveness of the faculty and safeguard the quality of instruction at the University.

Both faculty and staff are encouraged to exercise wisdom when considering invitations to become members of boards or to serve as consultants. Any relationship of this nature should not be in conflict with University standards and interests, but should strengthen the employee's contribution to the University.

2.6.8 Ambassadorships

From time to time, opportunities arise for employees to serve and/or interact, as representatives of the University, with organizations other than those with which they interact as part of their normal job duties. When these opportunities require the employee to be released from regular duties to engage with the organization, an ambassadorship request is to be submitted for consideration. Policy 5521-15, [University Ambassadorships](#), describes the criteria and steps to be followed for an employee to be approved for an ambassador role.

2.7 PERFORMANCE EVALUATION**2.7.1 Performance Appraisals**

Written performance appraisals for all regular employees, including faculty, staff, and administrators, are conducted at least annually by employees' supervisors. The purpose of an appraisal is to provide feedback to the employee on the results and effectiveness of his/her work; promote better understanding of goals, objectives, and job duties; commend outstanding performance; and, where necessary, counsel the employee about areas needing improvement. Each employee's performance is evaluated on an ongoing basis and, along with the formal written appraisals, informal or formal written and/or oral feedback may be provided as deemed appropriate.

Supervisors of staff employees are to provide copies of written appraisals to the Department of Human Resources to be maintained in the employee's personnel file. Copies of faculty appraisals are maintained by the office of the provost.

2.7.2 Corrective Action Process

The University's greatest asset is an outstanding group of dedicated employees. The University seeks to maintain positive employee-employer relationships through good communication on both an organizational and personal level, and to resolve issues, when possible, that cause work or relationships to be unsatisfactory.

To this end, the University will communicate with employees whose behavior and/or performance is below standards, with the intent to provide necessary clarification of expectations, training, coaching, and follow-up needed for the employee to attain satisfactory performance. It is recognized that resolution of unsatisfactory performance is not always possible, and that severing the employment relationship may, at times, be necessary following an unsuccessful period of corrective action attempts.

In all corrective and disciplinary action decisions, the University reserves the right to determine the best course of action based on the totality of surrounding circumstances.

2.7.3 Disciplinary Action Process

While a corrective action process will be followed in most cases, certain serious violations of moral or legal standards may result in an employee's suspension pending an investigation. The Vice President of Human Resources must be notified prior to implementation of a suspension.

An investigation will be conducted for the purpose of collecting facts relevant to the situation, interviewing witnesses, if appropriate, and documenting findings. An investigatory period is also used to avoid hasty or emotionally-charged decisions and to prayerfully seek God's wisdom in dealing with the situation. Based on the findings of the investigation, employment may be resumed, the employee may be reprimanded and/or placed on a probationary period, or termination of employment may be deemed necessary. Should the employee disagree with the course of action taken following the investigation, he/she may appeal the decision using the Grievance Procedure outlined in this section of the Handbook.

While it is not possible to list all the forms of behavior that are considered unacceptable in the workplace, the University's standards of conduct (see Section 1.4), as well as the University's various policies and procedures serve as the basis for the following examples of conduct that may result in corrective action, disciplinary action, suspension, probation, or termination. When disciplinary action is implemented it may include steps suggested or required for restoration and restitution of relationships or property.

Examples of Conduct Which May Result in Disciplinary Action:

- Absenteeism which is excessive or without notice
- Actions detrimental to the University's status or reputation
- Disclosure of confidential information
- Discriminatory conduct and/or harassment
- Bullying of individuals, including through the use of social media
- Disparagement of individuals in the Cairn community, or Cairn University itself, including through the use of social media
- Disregard for or non-compliance with policies or procedures
- Inappropriate conduct or behavior with students
- Falsification of information, misrepresentation of facts, or plagiarism
- Insubordination
- Possession of dangerous materials, weapons, firearms, or explosives
- Theft or unauthorized removal or possession of , or damage to, University or others' personal property
- Unauthorized use of University's time, equipment/materials, or facilities
- Unsatisfactory work performance or conduct
- Violation of health, safety, and/or security rules
- Violation of the University's standards of conduct
- Working under the influence of alcohol and/or illegal or impairing drugs
- Sleeping on the job

2.8 GRIEVANCE PROCEDURES

Cairn University is an institution comprised of committed Christians who seek to resolve conflicts in a biblical manner. Accordingly, the following procedures are intended to provide members of this community with a means of conflict resolution that is compatible with the University's biblical commitment, safeguards the legal rights of individuals, and promotes the biblical principle of mutual servanthood.

Information regarding the role of the Faculty Concerns Committee can be found in the University Committees section of the Academic Information Guide which is provided annually to all full- and part-time faculty and available in the Employment Handbook folder on the K drive as well as at <https://cairn.edu/employees/>.

2.8.1 Personal Grievance

An employee or student who has a conflict or dispute with an employee at the University should follow the biblical guidelines for conflict resolution.

- 2.8.1.1 The employee or student should approach the other person in a spirit of gentleness and humility, endeavoring to resolve the conflict.
- 2.8.1.2 If the conflict cannot be resolved in this way, the employee or student should take one or two other persons to meet and help in resolving the conflict (Matthew 18:15-20).
- 2.8.1.3 If the conflict remains unresolved, then the employee or student may take the matter before one of the following, depending on the nature of the issue:
- To the employees' supervisor if the conflict exists between coworkers within the same department;
 - To the Department of Human Resources if the matter involves a personal disagreement between employees, or between an employee and his/her supervisor;
 - To either employee's supervisor if the issue involves inter-departmental relationships;
 - To either employee's administrator if the issue involves inter-departmental relationships that go beyond supervisors' scopes;
 - To the Provost if the matter involves a conflict between an employee and a student.
- 2.8.1.4 If one or both parties are dissatisfied with the recommended resolution, the matter may be appealed to the President. The President shall recommend a solution to the parties.

2.8.2 Grievance with an Employment Policy or Action

An employee who has a grievance with an employment policy or action should proceed through the following steps. If the grievance involves employment-related discrimination or harassment, please refer to the University's policy on Non-Discrimination and Equal Opportunity, 5501-01 or the policy on Sexual Misconduct, 5501-02.

- 2.8.2.1 The employee should first seek to understand the policy or action by consulting with appropriate persons, including the Vice President of Human Resources, in the event that clarification may alleviate the grievance.
- 2.8.2.2 If the employee cannot resolve the grievance through a more thorough understanding of the policy or action, then the employee should express his/her concerns to his/her supervisor who will work with them to achieve a satisfactory resolution.
- 2.8.2.3 If the matter remains unresolved, the employee and his/her supervisor should meet with the director/dean/chair or the administrator of the department or school, who will work with them to achieve a satisfactory resolution.
- 2.8.2.4 If the employee is dissatisfied with the recommended resolution the matter may be appealed to the President. The President shall make a final decision on the matter.

2.9 OPPORTUNITIES FOR GROWTH**2.9.1 Promotion**

It is Cairn's practice to fill vacancies, whenever practicable, by promoting employees from within. Ability, efficiency, attitude, job performance, leadership, experience, education and training, and length of service are some of the factors considered in making promotions. The University believes in broadening the experience of its employees through training (internal and external), thereby preparing them for future opportunities.

Promotion of an individual requires the employee apply, interview and be evaluated for the position, and be deemed the best qualified among other internal and/or external applicants. Positions filled by promotion of an employee shall first be posted according to the guidelines in Section 2.5, above.

2.9.2 Advancement

Advancement of an employee to a higher-level position may occur when an employee has the required credentials to take on additional responsibilities, and the need for or availability of a position of increased responsibility exists. Advancement differs from promotion in that, with advancement, no position is vacated nor is an additional position created. Examples of advancement are: Assistant Director to Director; Instructor to Assistant Professor. Positions filled by advancements are not posted.

2.9.3 Transfers

Transfers within and between departments are made whenever it is beneficial or necessary.

2.10 SEPARATION OF EMPLOYMENT**2.10.1 Resignation**

At-will employees may terminate employment at any time with or without notice. An employee who chooses to resign is requested to give at least the equivalent of their annually-allotted vacation time as notice so that a replacement may be selected and trained. For example, if an employee is eligible for two weeks of vacation time, the University expects him/her to give two weeks notice. Consideration of this type on the part of the employee guides the University in reviewing the employee's qualifications should they wish to be considered for re-employment at a later date.

2.10.2 Involuntary Termination

There are several reasons why the University may initiate a termination of employment. In each of these situations, the University will take steps necessary to fully examine circumstances and/or seek alternatives, if any, in the hope that termination may be avoided.

2.10.2.1 Termination for Cause

The University may terminate employment "for cause" when a series or single serious violation of standards of conduct occurs. Under such circumstances, the termination may

constitute willful misconduct and may result in the individual's ineligibility for COBRA and/or unemployment compensation benefits.

2.10.2.2 Termination for Failure to Perform to Standards

When a recurring problem in performance persists, the supervisor will take corrective action, including informing the employee in writing of expectations and plans for improvement and stating the consequences if improvement does not take place. (See Section 2.7.2, above).

- Termination of at-will employees for failure to perform to standards will take place when it becomes evident that improvement toward expected standards has not been made.
- Termination of faculty members for failure to perform to standards will normally take effect at the end of the employment agreement period. Notification of intent to not renew the employment agreement due to performance reasons will be provided as early in the Spring semester as possible.

2.10.3 Exit Interview

Whenever possible, an exit interview will be held with terminating regular employees. Departing employees are encouraged to share their suggestions, criticisms, or other concerns in a meeting with their supervisor, and in a separate meeting with the Vice President of Human Resources. During the meeting with the supervisor, an exiting employee will be required to turn in University property (including, but not limited to keys, credit cards, ID card, University-issued cell phone, etc.). During the meeting with the Vice President of Human Resources, benefits and pay-related issues will be discussed.

2.11 REFERENCES

2.11.1 Employment References

It is the policy of the University that after an employee terminated his/her employment with Cairn, whether voluntarily or involuntarily, subsequent employment references are provided by the Vice President of Human Resources. Information released will be limited to the following:

- Dates of employment
- Position(s) held
- Title and essential function of the job (when specifically requested)
- Verification of salary information that has been provided by the former employee

Requests for references should be directed to the Human Resources Department. Confirmation of dates of employment and position(s) held will be provided by telephone since this information is not confidential. Additional information will be provided in writing only, and only when requests are submitted in writing on company letterhead. Written responses will be marked "Confidential" and a copy of the response will be maintained in the employee's personnel file. To insure confidentiality, employees' written references are provided via fax, secure Email, or U.S. mail.

2.11.2 Other References

Occasionally, references are required for employees or former employees to satisfy requirements for approval of a loan, mortgage, security clearance, government records, or for other similar reasons. Requested reference information will be provided upon receipt of a written request from the inquiring institution or agency, provided the request is accompanied by an authorization to release information signed by the employee or former employee, and shall be limited to the information detailed in 2.11.1 above. Response to such requests will be made by Human Resources and provided via fax, secure Email, or U.S. mail.

SECTION 3 - COMPENSATION AND PAY PRACTICES**3.1 FAIR LABOR STANDARDS ACT****3.1.1 Exempt Positions**

“Exempt” refers to a categorization of positions, as defined by the Fair Labor Standards Act (FLSA), as amended, which are exempt from overtime based on a number of factors or “tests” set forth in the Act. Generally, Cairn positions which are exempt from overtime are those considered to be Executive/Managerial, Professional, and Administrative.

Employees in exempt positions are generally paid on a salaried basis such that in each pay period they customarily receive a prorated, bi-weekly amount equivalent to 1/26 of their annualized salary. Employees in exempt positions do not have their pay reduced within a pay week during which they work fewer than 40 hours except for disciplinary measures as permitted by the FLSA, a partial week worked during the employee’s first or last week of employment, or, in accordance with the provisions of the Family and Medical Leave Act (FMLA), for an FMLA-covered leave of absence.

The FLSA allows for certain part-time professional employees, such as adjunct faculty, coaches, instructors, and teaching assistants, to also be considered exempt. These employees are paid in one or more payments over the course of the semester or instructional period in which services are rendered.

3.1.2 Non-exempt Positions

“Non-exempt” refers to a categorization of positions, as defined by the FLSA, as amended, which qualify for payment of overtime. Employees in non-exempt positions are paid for time actually worked. Non-exempt employees are paid on an hourly basis and may not be paid for time not worked except as allowed under the University’s Paid Time Off policies. (See Policy 5521-09, Non-Exempt Pay Practices.)

3.1.3 Overtime

Non-exempt employees are paid at a rate of 1.5 times their average weekly hourly wage or pro-rated salary for hours worked in excess of 40 in a work week. Overtime work must be requested by and approved in advance by the employee's supervisor.

3.1.4 Work Week

Pursuant to the FLSA, employers are required to designate a one-week period to be observed as its work week. The University designates its work week as beginning at 12:01am on a Sunday and ending at midnight the following Saturday.

3.2 PAY PERIODS**3.2.1 Regular Employees**

A pay period for regular employees is a two-consecutive work week period for which a single pay is issued. Pay days are Fridays and pay issued applies to the pay period ended the prior Saturday.

3.2.2 Adjunct Faculty, Coaches, Instructors, Teaching Assistants, and Overload Pay

Pay due to adjunct faculty, coaches, instructors, teaching assistants, and employees who are entitled to receive overload pay for teaching or other assignments in addition to their regular pay, is usually issued in three payments (each equal to $\frac{1}{3}$ of the total salary due) within the semester in which the assignment is fulfilled. One third of the total amount of compensation is paid in conjunction with the first regularly-scheduled pay period in October, November, and December (for Fall semester) and February, March, and April (for Spring semester).

Exceptions to this practice are at the discretion of the Provost, (or the Director of Athletics, if for coaching positions) and may occur when services rendered cover a period different than the duration of the semester. For example, an adjunct faculty member who teaches a one-day or weekend seminar may be paid his/her entire salary for the scheduled pay period immediately following the seminar.

Overload payment to a regular faculty member is paid once the faculty member's fulfillment of the 24 credit hour load is confirmed.

3.3 RECORDING ATTENDANCE AND WORK TIME**3.3.1 Employees in Exempt Positions**

Records of exempt employees' absences are to be maintained, including notation as to whether or not the absences are to be paid, pursuant to the University's Paid Time Off (PTO) policies. Please refer to Policy 5521-05 Attendance and Timekeeping, Policy 5521-06 PTO for Staff, and Policy 5506-04 Faculty Leave.

3.3.2 Employees in Non-exempt Positions

Records of non-exempt employees' absences and actual time worked are to be maintained, including notation as to whether or not the absences are to be paid, pursuant to the University's

Paid Time Off (PTO) policies. Please refer to Policy 5521-05 [Attendance and Timekeeping](#), and Policy 5521-06 [PTO for Staff](#).

3.4 PAYROLL DEDUCTIONS

3.4.1 Taxes

Employees are subject to applicable deductions from pay for federal, state, and local taxes. Employees are encouraged to check their pay sheets on a regular basis and to direct questions about deductions to their pay to the Department of Human Resources.

A local earned income tax, if applicable, is deducted from employees' pay and submitted to the township and municipality in which they reside. A Residency Certification Form, available from <https://cairn.edu/hr/start/>, is required of employees at time of hire and upon change of address, regardless of the state in which they reside.

3.4.2 Taxes on Tuition

Employees utilizing the University Tuition Benefit for graduate courses are subject to taxes for graduate tuition benefits pursuant to the Internal Revenue Code. Please refer to the Policy 5521-03, [Employee Tuition Remission](#), for details.

3.4.3 Employee Contributions Toward Benefits

Employees eligible for and enrolled in the medical, dental, flexible spending account, health savings account, voluntary life insurance, tax-free commuter benefit program, and/or retirement benefit programs contribute to the cost of these benefits, as elected. Employees may authorize their contributions toward medical and dental benefits to be deducted from pay on a pre-tax basis. Please refer to the [Employee Benefits Summary](#) at <https://cairn.edu/hr/benefits/> for details.

3.4.4 University Giving

Employees are encouraged to support the University financially and can do so easily through automatic payroll deductions. Employees who wish to learn more should contact University Advancement. Please also see the [University Advancement Quick Guide](#) at <https://cairn.edu/hr/documents/>.

3.5 DIRECT DEPOSIT

Employees are encouraged to have their pay electronically deposited in up to four bank or credit union accounts. Updates and changes must be made by completing the [Direct Deposit Authorization Agreement](#) found under Employment Forms at <https://cairn.edu/hr/documents/>. Employees who do not submit a Direct Deposit Authorization Agreement will have their pay issued on a debit-type pay card.

3.6 DETERMINATION OF COMPENSATION**3.6.1 Full-time Faculty Positions**

3.6.1.1 Full-time faculty positions are paid within a range according to each individual's rank, defined as follows:

Professor

- Earned doctorate
- Seven years of university teaching experience
- Exceptional merit in the areas of teaching competence, professional development, and institutional performance

Associate Professor

- Earned doctorate or substantive equivalent
- Five years of university teaching experience or equivalent professional experience
- Merit in the areas of teaching competence, professional development, and institutional performance

Assistant Professor

- Master's degree
- Three years of university teaching experience or equivalent professional experience
- Merit in the areas of teaching competence, professional development, and institutional performance

Instructor

- Master's degree or progress in a graduate program

3.6.1.2 Compensation is evaluated annually, with consideration given to changes in the economy and changes in compensation levels of similar positions in benchmarked universities.

3.6.1.3 Individuals' pay levels vary within assigned ranges based on a variety of factors including length of service, performance, and prior related experience.

3.6.2 Part-time Faculty Positions

Salary for part-time faculty is determined in consultation between the dean of the School and the Provost. Number of credits taught, length of service, prior related experience, and non-teaching-related duties are considered in determining compensation.

3.6.3 Adjunct Faculty Positions

Compensation for adjunct positions is established on a per-credit hour basis. Standard rates of pay for adjuncts are established for each academic year.

3.6.4 Staff Positions

3.6.4.1 Salary parameters for staff positions are established using internal and external factors such as:

- Positions are scored and ranked internally, using the Position Evaluation Program (PEP) which assigns a value to each position based on a number of factors. Positions are grouped among others with similar PEP scores for the purpose of internal salary comparisons.
- Using salary surveys, salary range parameters for positions are compared with data showing the prevailing pay rate for similar positions in the geographic area and/or in similar organizations.

3.6.4.2 Pay for newly hired employees is established such that the rate offered may not be more than the budgeted amount for the position. Compensation also depends on the candidate's prior experience and on the compensation level of other similar positions internally. Salary or wage recommendations are made jointly by the Vice President of Human Resources and the hiring supervisor, and require the approval of the department's Administrator and the President.

3.7 RAISES

Raises are provided at the University's discretion. When given, raises may be based on some or all of the following factors: University's financial health, economic changes, adjustments aimed at improving internal and/or external equity, change in position or assigned duties, and individual employees' length of service and performance.

New regular employees who have joined the University within twelve months of the effective date of University-wide increases receive a prorated amount of the increase. University-wide increases are generally given in January. With that in mind, the amount of the University-wide increase new employees will receive is based on their dates of hire as follows: Hired January through July: 100%; hired August through September: 50%; hired October through December: 0.

3.8 PAY IN THE EVENT OF EMERGENCY CLOSING

Employees are expected to report to work unless notified of University-wide closing due to weather, power outage, or other emergency situation. (See Section 4 - General Practices, for additional information on Notification of Emergency Situations.) Employees who, at their own discretion, do not report to or remain at work during emergencies may use available paid time off if they wish to be paid for the time. Employees scheduled to work on a day on which an emergency closing prevents their being able to work, will be paid for their normally-scheduled time. Employees required to work during an emergency closing or disruptive event will be paid as per the department policy established to address such situations.

3.9 PAYROLL ACCESS AND SERVICES

The University uses a service provider to process payroll. By or before the date on which the employee first receives pay, he/she can follow [Registration Instructions](#) to log in and check pay records. Pay statements are available online, as are W-2s following the conclusion of the calendar year.

SECTION 4 - GENERAL PRACTICES

4.1 COMMUNICATION OF INFORMATION

Communication to employees occurs in a number of ways, depending on the scope of impact, relevance to various audiences, and the sensitivity or urgency of the information. In addition to memos, reports, policies, and meetings provided on an as-needed basis, University-wide communication may take various forms such as:

- Cairn's website, cairn.edu
 - Including information for Faculty/Staff, <https://cairn.edu/employees/> and links to home pages of academic and support departments, providing additional resources
- *The Campus Walk*, the weekly employee newsletter issued via email
- University Updates, all-employee meetings held 3-4 times during the academic year.
- Emails from the Office of the President, issued periodically.
- Direct communication (usually by email) from individuals or departments
- K Drive folders, available on campus, containing shared files, reports, forms, documents, policies, and more.
- Google documents used for widely-available access and/or collaboration
- Live, and self-paced online training, <https://cairn.edu/employee-training/>
- Quick Guides providing instructions, training, or overviews of key services or topics

4.1.1 Communications and Marketing

The Communications and Marketing department offers a wide range of services ensuring consistent design and messaging for University print, video, digital, design, and installation of media and signage. Please refer to <https://cairn.edu/marketing/> for additional information on Communications Projects, House Style Guide, and Logos & Branding (including the Identity Guide).

4.1.2 Social Media

The University utilizes social media to support branding, event promotion, and engagement initiatives with various audiences including alumni, students, donors, prospective student families, and the community. Employees are encouraged to engage in social media activity to promote the University. Visit <https://cairn.edu/marketing/social-media/> for additional information and be sure to adhere to the Do's and Don'ts guidelines.

4.1.3 Computer Network Files

4.1.3.1 J Drive

The J drive of the University computer network is a secured department resource for sharing and storing files. Each employee is assigned a folder within the departmental folder for maintaining work-related documents and data files. A nightly backup of network files assures the ability to recover this data in the event of a workstation or service failure. Files that are maintained on the local C-drive are not recoverable.

4.1.3.2 K Drive

The K drive of the University computer network is an employee file-sharing resource; it is not available to students. Employees may place and remove temporary files as needed to share with other employees or groups of employees. Files placed on the K drive shall not contain confidential or inappropriate information, and it is the responsibility of each employee to maintain this area by removing files that are no longer required for shared viewing. Employees must contact Technology Services (TS) at ts@cairn.edu prior to creating any folders on the root of the K drive. For more information on computer use, see Section 4.6.1, below.

4.1.4 Email

The email system (@cairn.edu) is provided to employees and students. Email is accessible via the local workstation application or the web-based Webmail application. Cairn email is the property of Cairn University and should not be considered private. Email communication represents not only the individual but also the entire University community. Inappropriate email content is strictly prohibited. If offensive material is received, please contact the TS Help Center.

4.1.4.1 Emailing of Employee Notices

Notification of University events and updates is provided weekly in *The Campus Walk* newsletter. When information is of an urgent nature, it is distributed to employees by and upon approval of the Office of the President. To request dissemination of urgent information to employees, requests must be submitted to the following to insure prompt attention by the office most readily available to send it: president@cairn.edu; human.resources@cairn.edu.

4.1.4.2 Emailing of University Prayer Updates

Employee email addresses are automatically placed in a list serve through which they may send and receive University-wide prayer requests. Prayer requests appropriate for communication to the University community shall relate to matters involving employees and/or students and their family members or close acquaintances, or others within the Cairn community. Individuals may opt out of participation in the prayer update list serve by following the instructions for name removal at the end of the prayer email notifications. Employees may opt to participate by emailing a request to ts@cairn.edu to be added to the distribution list.

4.1.4.3 Emailing of University-wide Classified Advertisements

Employee email addresses are automatically placed in a list serve through which they may send and receive University-wide buy/sell notices. Individuals may opt out of participation in this list serve by following the instructions for name removal at the end of classifieds email notifications. Employees may opt to participate by emailing a request to ts@cairn.edu to be added to the distribution list. Employees who choose to use the Classifieds list serve are encouraged to do so in a way that does not interfere with their work time and duties.

4.1.5 Employment Bulletin Board

The bulletin board in the hallway between the Commuter Lounge and Marketing Operations contains employment postings required by law. Employees should review these postings on a periodic basis.

4.1.6 Notification of Emergency Situations**4.1.6.1 Threats to Safety and Security**

The Critical Incident Response Team coordinates notification to employees, students, and others using campus facilities in the event of potential or imminent danger to the safety or security of the campus. Such notification will be appropriate to the circumstances and may include email, telephone, text message, alarm, public address announcement, or personal (room by room) communication, or a combination of these.

4.1.6.2 Weather-Related Emergencies

The decision concerning closures or delays is made in the Office of the Provost in conjunction with the Sr. Vice President for Student Affairs and Administration who has oversight of Campus Services. The decision will be made no later than 6:00 a.m. It will be posted on the Cairn website and placed on the phone lines dedicated to this purpose. The emergency and weather cancellation line is 215-702-4500. Students and employees who have provided cell phone contact information are also notified via text message of weather-related and/or early closures. The University encourages employees to register for text messages. Sign up easily at <https://cairn.edu/intranet/emergency-contact-information/>.

Decisions regarding early closures during a work day will be made by the administration and will be communicated as soon as they are made. Employees should wait for these decisions rather than calling administrative offices to find out if a decision has been made. Every attempt will be made to communicate the decision in a timely manner.

All decisions concerning weather-related delays, closures, and early closures are institutional decisions. Individual faculty and staff members are not to make decisions concerning weather-related closures or delays and should contact the Office of the Provost if they have a specific concern.

When in doubt or facing extenuating personal circumstances, please consult your immediate supervisor.

Employees required to work during a weather-related or other type of disruptive event are to follow the policies, procedures, and instructions issued by their department.

4.1.7 Telephone Directory

A Telephone Directory, available at <https://cairn.edu/employees/>, is updated regularly, and lists University personnel, departments, University fax and toll-free numbers, and emergency phone numbers. (See Section 4.6.11.1 for more information about telephones.)

4.1.8 *The Campus Walk*

The Campus Walk, a publication produced by the Communications Department, is a weekly communique provided to employees electronically. This publication contains pertinent information relating to University events, student activities, employees, employment opportunities, policies, and facilities. Departments with information to be published should email notices to campuswalk@cairn.edu no later than noon Friday for the following Monday's edition.

4.1.9 University Calendar

The main University Calendar is available from <https://cairn.edu/calendar/>. The 5-year Projected Academic Calendar is available at <https://cairn.edu/registrar/> under Additional Forms & Information. For information about the room reservation calendar in the Event Management System, please link to the EMS system at <https://ems.cairn.edu/VirtualEms/> and review the EMS Quick Guide at <https://cairn.edu/hr/documents/>.

4.1.10 University Updates

University Update meetings are scheduled periodically to communicate relevant information to employees. Regular faculty and staff are expected to attend, and part-time employees are invited.

4.2 SOLICITATION AND DISTRIBUTION OF LITERATURE

Solicitation, and distribution of literature, by persons who are not employed by the University is permitted only when such activity is associated with a University-sponsored event or program. Schools or departments hosting visitors, speakers, or groups who wish to advertise, promote, sell, or distribute materials must obtain prior approval from the President's Cabinet to do so.

Because solicitation is often used by criminals as a precursor to other crimes, employees should immediately call the Office of Safety and Security to report solicitation by persons not affiliated with Cairn or with a Cairn-sponsored activity.

Employees are not permitted to engage in non-Cairn-related business activities during work hours or using Cairn equipment or supplies. However, Classifieds@cairn.edu may be used to communicate non-Cairn-related enterprises or requests to the Cairn community. See 4.1.4.3.

4.3 POSTING OF NOTICES AND SIGNS**4.3.1 Temporary Notices**

To avoid damage to painted surfaces and to insure the standardization and professional appearance of signs that are displayed throughout the campus, departments may not post notices on doors, windows, or walls in common areas. Bulletins, notices, and signs which are designed for temporary communication (i.e., to announce an upcoming event, meeting location, sign-up deadline, etc.) may only be posted on designated bulletin boards or within the department's office area.

4.3.1.1 Posting Approvals and Guidelines

Signs to be posted on bulletin boards must be approved and stamped for posting by the Office of Student Life. Due to the large amount of student advertisements and non-university posting requests, students and non-students are expected to abide by a few general guidelines when posting advertisements within any university facility.

- Signs must be approved and stamped by Student Life prior to posting.
- Signs are to be displayed in sign holders or on the designated posting bulletin boards only. Nothing is to be taped to any door, window, wall, or outside of plastic sign holders.

For specific information regarding appropriate posting locations, please contact Student Life.

- Signs must include: name of organization sponsoring event/organizer, date, time, location of any event, and the posting date of the ad.
- Signs must be removed after the event, or within two weeks of posting date.

4.3.2 Permanent Signage

Deans/chairs or directors may request new or changed employee and departmental signs by completing a Communications & Marketing Project Proposal Form .

4.4 ATTENDANCE

4.4.1 Expectations

Good attendance is essential to each employee's ability to contribute to the efforts of the University. The University provides generous amounts of paid time off to benefit-eligible employees and it is expected that, except for necessary absence due to occasional illness or for other reasons covered by scheduled leaves of absence, employees will attend work in a timely and consistent manner.

4.4.2 Procedure for Reporting Absence

Unless instructed otherwise by the employee's supervisor, an employee must personally notify his/her supervisor at the earliest possible time on the first day of an absence before the time they are scheduled to begin work. If the employee is aware that he/she will need to be absent for several days, the estimated day of return to work should be provided. If the absence exceeds three working days, the employee's supervisor must contact the Department of Human Resources to determine whether notification of employee's eligibility for Family and Medical Leave must be provided.

4.5 REPORTING WORK-RELATED INJURY OR ILLNESS

Employees who become injured while at work, or become ill due to elements in the work environment, must report the injury or illness as soon as possible to both their supervisor and to the Department of Human Resources, even if the injury or illness does not require medical attention. Employer's Report of Occupational Injury or Disease forms are included in the Workers' Compensation policy available from <https://cairn.edu/hr/documents/> under Policies. These are also available in the Departments of Human Resources, Food Services, and Campus Services.

If medical attention is required, employees may go to the emergency room of a local hospital, to an urgent care center, or may obtain treatment from any physicians or medical facilities approved by the University. A list of the approved panel of medical providers is provided within Policy 5521-14, Workers' Compensation. An employee requiring medical attention for a work-related injury or illness (other than first aid) must obtain treatment from an approved medical provider during the first 90 days following the accident or onset of symptoms. The employee must obtain a statement from his/her attending physician explaining when he/she may return to work, and any alterations to normal work duties that must be made to accommodate the employee once he/she returns to work.

The Department of Human Resources oversees workers' compensation and may be contacted by medical providers in matters related to the employee's essential job duties. Other workers' compensation claim issues must be handled by the workers' compensation insurance carrier.

4.6 FACILITIES, EQUIPMENT, SUPPLIES, AND SERVICES

4.6.1 Technology Services

The University provides for a centralized technology services structure that supports hardware, software, and peripherals connected to the data network infrastructure. Effective technology management includes strategies, physical inventory, and electronic tracking that is required for fiscal controls, life-cycle planning, licensing, maintenance, implementation, and development of systems. Planning that affects University technology shall include input from the Technology Services (TS) Director or an appointed representative.

University-provided technology is the property of Cairn University. Inappropriate use exposes the University to security and legal dangers, and so the University reserves the right to access, search, and monitor the IP addresses of users to ensure the safe, professional, and appropriate use by employees.

University computer systems support is provided by TS. Employees needing service or support shall submit timely requests to TS by sending an email to ts@cairn.edu. For additional information, please visit <https://ts.cairn.edu>. Employees may also reference the [Computer Services Quick Guide](#).

4.6.1.1 Use of Computer Systems

Employees are granted access to University computer systems on the basis of specific criteria for completing work-related responsibilities. Each employee is assigned a system account that provides a secure login and password to appropriate resources. System account information is strictly confidential and is not to be shared with or exposed to others. Each system user is responsible for the proper maintenance and safeguarding of University systems and the data contained therein. Any exception to this procedure infringes on University policy and may violate federal requirements.

4.6.1.2 Use of Issued Computers

Employees are provided with computer hardware, software, and peripherals as appropriate to their job needs and as approved by their dean or department director. Computer-related equipment, service, repair, and changes must be handled by or coordinated with TS. Employees may not use other employees' computers except as permitted within departments or directed by the employee's supervisor. For additional information, please refer to policy, [Technology Services Support, 5541-02](#).

4.6.1.3 Laptop Computer Use

It is recognized that certain employees may find significant benefit from having a laptop rather than a desktop computer. Reasons for favoring a laptop computer may be related to frequent use of the computer in the classroom, design/teaching of online courses, research, travel, meetings requiring technical portability, personal convenience, or any combination of

these factors. Because the cost of acquiring and maintaining a laptop computer exceeds the standard value of acquiring and maintaining a desktop computer, provision of laptop computers is limited. Requests for laptop computers shall meet specific requirements and approvals. For more information on laptop computer use, please refer to policy [Employee Laptop Computer Use, 5541-03](#).

4.6.1.4 Media Services

Audio-visual equipment is acquired, maintained, and coordinated by TS. All classrooms are categorized as being “Smart” and include sophisticated equipment to utilize interactive, computer-based technology. Instructors shall contact TS for specific instruction in the use of classroom equipment.

Mobile carts are available for use in areas not equipped with Smart technology. Components include televisions, VCRs, digital projectors, tablet PCs, and speakers. Scheduling for audio-visual equipment and carts is facilitated by sending an email to ts@cairn.edu. Requests for equipment shall be made in a timely fashion and shall provide sufficient information. For additional information, please refer to [Technology Services Support, 5541-02](#).

4.6.2 Campus Services

Campus Services is responsible for University operations, maintenance, and housekeeping and maintenance of buildings, grounds, athletic fields, and Cairn-owned vehicles. The Campus Services Department operates as a single point of contact for members of the campus community who require services for event support (set-up/take-down), and for housekeeping, maintenance, or grounds services. The Department receives work or service requests, assigns and dispatches individuals to provide such services, and tracks the work request through to completion. Service or work requests may be placed at <https://login.myschoolbuilding.com/msb>, by phone to extension 4346, or by email to campusservices@cairn.edu.

4.6.3 Keys

Campus Services is responsible to issue keys and maintain records of keys issued, as part of the overall security of University properties. Keys to departmental areas, individual offices, classrooms, mechanical and custodial services spaces, etc., are issued only on an as-needed basis, upon approval of each employee’s supervisor (dean of the School, or department director). Key requests initiated by the supervisor shall be submitted via email to campusservices@cairn.edu or on a Campus Services work order at <https://login.myschoolbuilding.com/msb>. Obtaining copies of keys from any source other than Campus Services is prohibited. Such keys, if obtained in the past, shall be turned in to Campus Services and a new key request initiated by the School dean or department director.

4.6.4 ID Cards

The Cairn University identification card identifies you as a current working member of the Cairn community. Your ID card can also be used as an electronic door key and to access a variety of functions and facilities on campus such as the Biblical Learning Center, Fitness Center, Library, Music Building, and use of the University's copier, fax, scanning equipment. Langhorne-based employees, including temporary employees and those employed by contractors, shall obtain a photo ID. To arrange for this, the department dean or director shall provide the Department of Human Resources with preliminary information, and schedule an appointment for the photo.

The ID card is the property of the University, must be worn or carried at all times while on campus, and is non-transferable to other individuals. It may be used for such purposes as the University designates and may be revoked. This card must be presented and/or surrendered upon demand by a University official; failure to do so, or lending this card to anyone, is considered misuse and may subject the holder to disciplinary action. A replacement fee of \$20 may be required if repeated requests for replacements are made.

To arrange for a new ID, or replacement for a lost or damaged card, email to human.resources@cairn.edu. To learn about discounts and perks that come from having a Cairn ID, see the [Cairn ID Quick Guide](#).

4.6.5 Library Services

The Masland Library supports the programs of the University by providing books, periodicals, electronic databases, audiovisual, and other non-book materials. The University's professional librarians are available for individual reference service and group bibliographic instruction sessions, and to provide other assistance to employees. For details, see <https://lib.cairn.edu/>.

4.6.6 Mail Services

The University mail service delivers to and picks up from mail-drop locations throughout the campus during business days. Employees' personal mail will be picked up and mailed if proper postage is affixed. Additional services are provided. For information, review the [Mailroom Services Quick Guide](#).

4.6.7 Office of Safety and Security

The main office of the OSS is located in the Carriage House at 708 S. Pine St. and is staffed from 8:00am-4:00pm Mon-Fri.; with a satellite office in the 1st floor Mason Activity Center (MAC) lobby staffed from 4:00pm-8:00am Mon-Fri. and on weekends. The OSS is on duty 24/7/365, providing as safe a work environment as possible for all employees, through proactive vehicle and foot patrols of campus. In life threatening emergency situations employees should first call 911, immediately followed by calling the OSS. In non-emergency situations employees should first call the OSS and allow OSS personnel to assess the need for further outside response. In addition to enforcing all University protocols including parking enforcement, the OSS enforces local, state and federal laws by working closely with all police, fire and EMS agencies having applicable jurisdiction. The OSS investigates all incidents reported to them.

The OSS also provides a variety of non-enforcement services such as crime prevention presentations, jump starts, vehicle lock-outs, safety escorts, room/building lock-outs, CPR/AED/FA certification training, and emergency response training. Employees should call the OSS if/when needing any of these services. The OSS can be reached by phone 24 hours a day at (215)702-4350.

The OSS is responsible for collecting specific crime statistics and distributing them via a Daily Crime Log and an Annual Security Report (ASR). The daily crime log is available for viewing upon request. The ASR is distributed to all employees by October 1 of each year, and is available upon request by prospective employees. The ASR can be viewed at:

<https://cairn.edu/documents/2017/02/annual-campus-security-report.pdf/>.

Visit <https://cairn.edu/safety/> for additional information on the department's services.

4.6.8 Office or Workspace

Employees are assigned office or work space as available and appropriate to their job duties. Assigned office and work spaces should not be considered permanent, as needs change periodically. Employees are expected to maintain work areas in a safe, neat, and organized fashion.

When leaving the University at the end of the work day, employees must ensure that security procedures are properly followed. Sensitive, confidential documents must not be left unsecured. Doors to offices and buildings must be closed and locked at the conclusion of the work day.

4.6.9 Parking

Employees are required to park their vehicles in the lots or spaces to which they are assigned. Each vehicle that may be driven to work and parked on the University lots must first be registered. Visit <https://cairn.edu/safety/> and read through the Vehicle Regulations, then complete the online registration form. Your decal may be picked up from Business Services, or you may choose a delivery option to have it mailed to you. There is no fee for faculty and staff to obtain a parking permit.

4.6.10 Room Use and Reservations

To avoid scheduling conflicts and to assist in arranging for needed services, the use of any University space (classroom, chapel, lobby areas, etc.) for any purpose must be scheduled through the Event Management System. Instructions are provided in the [Event Management System Quick Guide](#).

4.6.11 Recreational Facilities

The Fitness Center is available to employees, spouses, and dependent children who qualify, at no cost. Spouses and dependent children must obtain a Cairn ID to access the Fitness Center. The one-time fee for the ID is \$25. For more information, including instructions on how to request an ID card, visit <https://cairn.edu/fitness-center/>.

Other University recreational facilities are available for employee use, with prior approval, when they are not being used by students, student organizations, or rental groups. Certain regulations and restrictions apply to use of facilities. Employees must check with the Athletics Department prior to using recreational facilities.

4.6.12 Telephones

4.6.12.1 Assigned Extensions

A telephone extension is assigned to employees as deemed necessary for performance of their duties. Employees are expected to use their phone voice mail system in a professional manner appropriate to their job. Instructions are provided in the [Telephone System Quick Guide](#). Employees should contact Technology Services for information on phone usage, or to report a problem.

4.6.12.2 Personal Telephone Calls

While employees are not prohibited from making or accepting personal calls during work time, such calls are to be kept as brief and infrequent as possible.

4.6.12.3 Cellular Telephone Use

University-issued cell phones are provided to employees whose positions require that they have them. This determination, along with the type of phone and level of service provided, is made by the Administrator overseeing the department in conjunction with the policies, plans and services supported by Technology Services.

It is acknowledged that the use of cellular telephones while driving can significantly increase the risk of accidents. Texting while driving is illegal in Pennsylvania and in many other states. To promote safety in the use of cellular telephones while operating University vehicles and privately owned vehicles used in the performance of University business, it is recommended that employees not drive while using a hand-held cellular phone. If that is not possible, employees are expected to pull off the road and park before using cellular phones and other handheld electronic devices.

4.7 PROFESSIONALISM

The mission of Cairn University requires that its employees conduct themselves in a professional manner. This is evidenced in a number of ways, many of which have been described in previous sections of this Handbook. Additionally, professionalism includes the following elements.

4.7.1 Personal Attire

Employees are representatives of the University. It is important that employees maintain a modest and professional image at all times. Employees are expected to have good hygiene, and to be properly groomed and attired at work.

Attire deemed inappropriate for faculty members and office-based staff includes: Flip flops, mini skirts, shorts, sleeveless tee-shirts, tight clothing, plunging-neckline tops or dresses, tank, halter, strapless, or midriff-baring tops, and sweatpants.

Although jeans and athletic shoes are not prohibited, they should be worn only when work duties required this type of casual attire.

The supervisor of an employee who is improperly dressed or groomed is to use the corrective action process with the employee to resolve such incidents.

4.7.2 Customer Service

Excellent customer service is evidenced by prompt and courteous response to in-person, phone, or electronic inquiries and requests. Students, prospective students, alumni, coworkers, and those outside the University are Cairn's regular customers, all of whom should be treated with respect and given cooperation. The University's success is enhanced by positive experiences we provide to others.

As general practice, employees are urged to respond to telephone, email, and in-person inquiries and requests within 24 hours whenever possible. During periods of absence, employees should provide phone and email away messages directing customers to other ways to obtain or provide information when they cannot be available.

4.7.3 Respectful Communication

Respectful communication involves wise choice of words, tact, and careful handling of confidential or sensitive information, both oral and written. Employees should consider all Cairn communication to be potentially subject to inspection and audit.

4.7.4 Attentiveness to Work

Attentiveness to work requires employees' efforts to avoid distractions that can be caused by socializing and non-work-related use of social media.

4.8 COMMUNICABLE DISEASES

To comply with various federal and state public health and employment laws, the University takes steps to both protect individuals' privacy and protect individuals from adverse treatment, while safeguarding others from the hazards of communicable diseases.

4.8.1 Communicable Disease Policy

Employees are to be aware of the policy Communicable Disease, 5401-06 which addresses rights and accommodations of students with any type of communicable disease. For more information, please contact the Office of Student Life or the University Nurse.

4.8.2 Americans with Disabilities Act

Employees with disabilities are protected from employment discrimination by the equal employment provisions of the Civil Rights Act, as amended, (see Section 2.2) and by the Americans with Disabilities Act (ADA). The University complies with the ADA which guides decisions to insure non-discrimination, privacy, and accommodation of disabled employees including, but not limited to, those who may have any type of communicable disease.

4.8.3 Disposal of Needles, Syringes, and Lancets

Employees who use needles, syringes, or lancets (jointly referred to as “sharps”) to test blood sugar or administer medication, must follow proper procedures for disposing of the sharps on the University premises. A copy of the procedures may be obtained from the University Nurse.

4.9 FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)

FERPA, the Family Educational Rights and Privacy Act (also called the Buckley Amendment), is a federal law designed to give students certain rights regarding their education records, and sets forth requirements for the University’s protection, maintenance, and handling of student records.

Nearly every department requires awareness and adherence to FERPA standards. Please review the [FERPA Quick Guide](#). New employees should attend FERPA training which is provided in mid-September and announced in *The Campus Walk*. A [FERPA training audio presentation](#) is also available on Cairn eLearning.

4.10 MINORS ON CAMPUS

The educational mission of the University includes programs that involve minors whether run by the University or as part of a program run by external organizations using Cairn facilities. The policy on [Minors on Campus, 5401-10](#), establishes guidelines for the safety, preparation, oversight, and protection of minors in compliance with federal, state, and University expectations.

Employees who have their minor children on campus during work time must follow the guidelines found under 1.1 of the above policy.

4.11 SERVICE ANIMALS

The University follows guidance established by the Americans with Disabilities Act and the most recent guidance from the Department of Justice regarding service animals. Employees requiring the use of service animals are to review and adhere to the policy [Service Animals, 5401-12](#).

Except for the approved use of service animals, employees are not permitted to bring pets or other animals onto campus during work time.