

# Growing good lives.

A guide to working at Northfield Mount Hermon | 2019-20





NMH

Northfield Mount Hermon

**Well. Grounded.**

We believe good lives  
grow from strong roots.

So we created an environment  
where creativity, character, and  
natural curiosity can flourish.

We teach our students  
how to dig deep intellectually.

As NMH graduates enter  
college and adulthood, they are  
well-adjusted, well-educated,  
and well-prepared to thrive.

Because they are, in fact,  
**Well. Grounded.**

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**Education for the head, heart, and hand.**

Northfield Mount Hermon engages the intellect,  
compassion, and talents of our students, empowering them  
to act with humanity and purpose.

[BRAND STATEMENT AND MAY 2009 MISSION STATEMENT]

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*These are hotlinks to handbook sections in the online document*

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## **Changes to this Edition of the Handbook**

*This edition of the employee handbook is revised from past editions. Most of the revisions involve formatting and updating names and titles to reflect changes in the school since the last review of the handbook.*

*As ever, this edition of the handbook is an evolving document and it will change during the course of the year ahead. Please let us know of errors and omissions that you see.*

*The following list accounts for what we see as the significant changes to the employee handbook since the last edition, as of August 2019.*

- 1. The use of gender inclusive pronouns throughout the document.*
- 2. Faculty contracts are now referred to as “employment agreements” to reflect the current agreement terminology.*
- 3. Use of name tags, badges, or other NMH recognizable attire while at work at NMH. (Safety, p. 25)*
- 4. Changes made to the Northfield Mount Hermon Retirement & Savings Plan. (Other Benefits, pp. 49-50)*
- 5. Reference to Massachusetts Pay Equity law (Performance and Pay, p. 54)*
- 6. Updated description of faculty evaluation process to reflect current practice. (Performance, pp. 58-60)*
- 7. Updated Anti-Smoking policy. (Anti-Smoking, p. 63)*
- 8. Elimination of the meshing of years for two-employee households for sabbatical. (Professional Development, p. 67)*
- 9. Regulations about hot tubs, trampolines and pools (Maintenance and Repair, p. 72)*
- 10. Homework assignments policy - Due date and time (Homework, p.82)*
- 11. Use of a paper or digital gradebook to keep a record of students' grades. (Evaluation of Students, p. 87)*
- 12. Updated The Written Information Security Plan to reflect 2019 changes in notification requirements. (WISP - Written Information Security Program, p. 106)*

*Please address any questions about the handbook and the policies in it to the dean of faculty or director of human resources.*

## **Welcome**

We are proud not only of our history, our traditions, and our strong community spirit, but of our commitment to educational innovation and academic excellence. We hope and expect that employees will learn and embrace our mission, history and traditions.

## **History**

Northfield School for Girls was founded in 1879, and Mount Hermon School for Boys in 1881. The two schools merged to become Northfield Mount Hermon in 1971, and in 2005 consolidated to become a coeducational school on one campus.

Dwight L. Moody, a world-renowned Christian evangelist founded both schools. After spending nearly 25 years preaching, teaching Bible study classes, and traveling around the world, Moody achieved his vision of educating boys and girls from all cultures, races, and means. It's interesting to note that he founded a school for girls at a time when education for women was limited and an unpopular idea. In contrast to other schools and colleges of the day, Moody welcomed African Americans, Native Americans, and immigrants, as well as students from many other countries.

Moody believed, too, that well-educated people should have practical skills and a respect for the dignity of labor and service to the community. Given his chosen calling, Moody also promoted spiritual growth in his school's curricula. Those ideals are embodied in the school's mission: Northfield Mount Hermon educates the head, the heart, and the hand.

Values emphasized by Moody remain evident today at NMH. The school draws students from over 33 states and 22 countries (about 20 percent of the students are international), and approximately 40 percent receive some form of financial aid. Moody's work program and the tradition of community service continue, with students spending four and a half hours a week at various jobs as part of the graduation requirement, and participating in community service opportunities through the outreach program. NMH encourages students to pursue their own personal spiritual practices, and the larger questions of life are considered in classes and dorm workshops. Every adult, whether faculty or staff, is a teacher when they come into contact with a student.

## **Traditions**

Annual traditions, some going back to the founding of the schools and some of more recent origin, draw the entire school community together in celebration of both our history and our present. The spirit of the school is revealed in events like Opening Convocation, a celebration in which the whole school gathers to usher in the new school year; the Pie Race, one of the oldest foot races in America, which encourages students, faculty, staff, and alumni to compete for apple pies; and Founder's Day, a commemoration that honors D. L. Moody through a service, class brunches, and Dwight Night—a unique dinner and dance for students that serves as a fundraiser for scholarships.

Vespers, a special service that combines singing, music, and readings in celebration of the holidays, and Sacred Concert, the annual spring concert that includes choirs, orchestras, and alumni, showcase the musical talents of many community members.

## **Community Spirit**

One of our top priorities is to sustain a community where people are connected personally and professionally, and where they share a genuine love of learning. We take pride in the myriad ways in which we all prepare our students to live with purpose and make a difference in the world, in the beauty of our campus, and in how we work together to plan for the school's future. The interconnectedness of NMH alumni, friends, students, parents, faculty, and staff creates a powerful collective presence. Every employee is vital to the continued success of Northfield Mount Hermon.

## **Our Workplace**

Northfield Mount Hermon endeavors to foster a collegial work environment. As a community, we respect the dignity and individuality of each member. At the same time we are also a learning community that seeks to foster a sense of shared experience and common purpose, along with individual and collective responsibility for each other and the school. The school recognizes the difficulties inherent in sustaining a community of individuals and respects the importance of good communication and an open atmosphere.

## **Handbook Purpose**

The Northfield Mount Hermon employee handbook has been developed as a reference for all employees, to outline employee responsibilities and to provide a general understanding of the policies and benefits that currently affect employment at Northfield Mount Hermon. The handbook is designed to answer common questions and to be a reference for interpreting and communicating individual situations that can occur in the workplace. In each case where the policies in this handbook are applied to situations that arise, the appropriate action will be determined on the basis of the particular facts or circumstances.

Northfield Mount Hermon's benefits and policies are constantly under review, and these provisions, their administration, and their application are subject to modification and further development at any time, at the school's discretion. The handbook is a living document that will change over time as policy and practice change, and thus it is designed to be flexible.

Policies and procedures contained in this handbook are effective immediately and supersede all previous policies and procedures in effect prior to the distribution of this handbook. If any statement in this handbook conflicts with third-party contracts or agreements, or Summary Plan Descriptions that augment the benefit provisions of the handbook, the third-party contract or plan documents will be the controlling document. Any questions relative to third-party benefit programs or other policies contained in this handbook should be directed to the office of human resources or the policy carrier.

The handbook is for informational purposes only and as such does not constitute a contract of employment or guarantee any fixed terms or conditions of employment, unless provided elsewhere. Employees are responsible for reviewing the employee handbook, familiarizing themselves with the policies and procedures of the school, and conforming their conduct accordingly.

Employees are encouraged to direct any questions not addressed by the handbook to their supervisors or to the office of human resources.

## **Organization**

Policies and benefits that apply to all employees, faculty, and staff are found in the front of the handbook. Faculty and staff protocols, mandated practices and policies follow as appendices and include information pertinent to each group and the NMH workplace as a whole.

# **Statement of Community and Commitment to Fair Employment Practices**

## **Equal Employment Opportunity**

Northfield Mount Hermon is a community devoted to learning. The school incorporates a broad range of human experiences and perspectives that enrich our school's community and prepare our students for life and leadership in a multicultural society.

The continuing success of Northfield Mount Hermon depends upon the full application of the skill, effort, and dedication of its employees. The school is committed to employee relations, policies, and practices in which each employee is treated fairly and with dignity and respect, and is recognized and valued as an individual.

The school pursues recruitment policies and practices aimed at the employment of individuals of many different backgrounds. Northfield Mount Hermon prohibits discrimination in all employment practices, matters, and decisions, including recruitment, training, compensation, benefits, advancement, or termination. Northfield Mount Hermon prohibits discrimination on the basis of race, ethnicity, religion, national origin, sexual orientation, gender identity, age, veteran status, ancestry, pregnancy or pregnancy-related conditions, or disability, and any other characteristic protected under applicable law. Retaliation against any employee in response to a complaint of discrimination is impermissible and may lead to disciplinary action up to and including termination.

Northfield Mount Hermon makes employment decisions on the basis of qualifications and merit and exerts every effort to hire the most appropriately qualified person for open positions. Northfield Mount Hermon will take all necessary steps to comply with existing federal, state, and local fair employment laws and guidelines.

## **Americans with Disabilities Act**

NMH complies with all aspects of the Americans with Disabilities Act (ADA). Under this act a qualified individual with a disability who can perform the essential functions of the position with or without a reasonable accommodation is protected from discrimination due to their disability.

Employees wishing to request reasonable accommodation of a disability as defined by the ADA should do so through the office of human resources. Human Resources, with medical documentation of the employee's qualifying disability, may then facilitate exploration of potential accommodation.

# **NMH Workplace Expectations**

## **Conduct and Boundaries**

NMH employees are expected to act as role models in all aspects of their personal and professional lives. Employees are required to fulfill the responsibilities of their positions at all times in a manner that is consistent with the expectations of their supervisor and the needs of the school. Employees are required to conduct themselves in a professional manner and as a role model for students in an educational environment in all aspects of work and school life, formal and informal, in face to face and in electronic and online interactions.

The expectation that employees conduct themselves professionally within an educational workplace extends to work and personal attire and presentation which at all times must be appropriate to employees' roles as adults and educators in the workplace and conform to any specific workplace expectations set by departmental and/or safety guidelines.

Employees may not possess or use illegal drugs. Alcohol, marijuana, and/or drugs must not interfere with the performance of work responsibilities. Employees may not use alcoholic beverages or marijuana while on duty or in the presence of students.

All employees are required to act at all times in accordance with the standards, policies, and rules of the school and to safeguard the school's reputation and resources. These expectations and standards of behavior extend to the use of school facilities, equipment, supplies, and technical resources.

The following are examples of conduct that may result in disciplinary action on the part of the school, up to and including dismissal:

- any breach of acceptable conduct or of any of the policies contained in this handbook or any other statement of school policy
- behavior inconsistent with the standards and expectations of the school
- inappropriate or illegal possession or use of alcohol, marijuana or drugs
- deceitful or illegal conduct, whether or not the results of the behavior benefit the employee or employer
- behavior that infringes on the well-being of others

Be aware that the school may discipline, suspend, or discharge an employee for misconduct, criminal or felonious acts that occur on or off school premises. Violation of any policies contained herein may result in disciplinary action up to and including termination.

A few additional notes on creating and maintaining proper boundaries between adults and students at NMH:

- School employees are never out of their professional roles with students, whether on campus, off campus, or online.
- It is inappropriate to behave as a friend rather than a teacher, mentor, or supervisor to a student.
- Students test boundaries. It is the role of adults to set and maintain boundaries, and to respond in adult and professional ways to boundary transgressions.
- In reinforcing boundaries, teachers and other adults at NMH should resist the temptation to appear "cool," seek to be respected rather than liked, and over-sharing personal information (always asking ourselves, "Is this in the student's best interests?").
- To protect oneself, the school, and students, employees must avoid even the appearance

of improper motives in adult-student interactions.

Finally, any employee who is concerned about any situation involving boundaries and possibly blurred lines between adults and students is expected to raise it with a supervisor. The rule is “see something, say something.”

## **Drugs and the Workplace**

All employees of the school are required to conduct themselves in a professional manner, in accordance with the standards, policies, and rules of the school and in keeping with the position faculty and staff occupy as role models for students.

Abuse of controlled substances, such as alcohol and drugs, poses a serious problem for the individual and the school. In situations where the abuse of controlled substances affects job performance, the school is also affected. The school reserves the right to require employees to take drug or alcohol screening tests during their employment with the school.

Please note that while possession of under one ounce of marijuana has been decriminalized in Massachusetts, it is nonetheless a violation of NMH policy to be in possession of any amount of marijuana. The possession and use of marijuana remains illegal under federal law. Consistent with federal law, including the Drug-Free Schools and Communities Act of 1989, the use and/or possession of marijuana continues to be prohibited by NMH. Thus, use and/or possession of marijuana, even for medical use, is considered to be a violation of NMH policy.

Inappropriate or illegal possession or use of alcoholic beverages or drugs is not permissible. Any unlawful manufacture, distribution, dispensing, or possession and use of illegal drugs, or the abuse of controlled substances is strictly prohibited. Employees may not use alcohol or marijuana and its derivatives or be under the influence of alcohol or marijuana and its derivatives while they are working with NMH students. The Head of School or their designee reserves the right to inspect without notification the personal belongings and non-housing personal areas of employees.

In the event an employee is convicted of a drug or alcohol-related offense, they are responsible for reporting the conviction to the school—to the supervisor, the dean of faculty, or the director of human resources. Conviction and/or disregard for this policy may result in disciplinary action on the part of the school, up to and including dismissal.

## **Business Ethics and Standards of Conduct**

NMH’s reputation for integrity is its most valuable asset and is directly related to the conduct of its employees. Therefore, employees must never use their positions with NMH, or any of NMH’s parents, families, vendors, or donors, for private gain, to advance personal interests or to obtain favors or benefits for themselves, members of their families or any other individuals, corporations or business entities.

NMH adheres to the highest legal and ethical standards applicable. NMH’s business interests and academic mission are pursued in the strict observance of both the letter and spirit of all applicable laws and the integrity of each employee is of utmost importance.

Employees of NMH are expected to conduct their personal affairs in such a fashion that their duties and responsibilities to NMH are not jeopardized and/or legal questions do not arise with respect to their association or work with NMH.

### **Whistleblower Policy: Internal Reporting and Anti-Retaliation Policy**

NMH is committed to maintaining its reputation for honesty, fairness, respect, responsibility, integrity, trust and sound business judgment. To that end, NMH has established policies, such as the Business Ethics and Standards of Conduct policy, that require employees of NMH to observe the spirit and letter of all applicable laws and regulations, and to conduct themselves in accordance with the highest standards of conduct and personal integrity.

As part of its commitment to ethical and legal conduct, NMH expects its employees to bring to NMH's attention all information about any ethical, financial or legal concerns about NMH or about known or reasonably suspected violations of this commitment by other individuals. This policy is intended to ensure that employees of NMH are encouraged to report any ethical or legal concerns about NMH without fear of reprisal or retaliation.

#### **Reporting Responsibility**

It is the responsibility of all employees of NMH to comply with NMH's policies and to report violations or suspected violations of NMH's policies or applicable law in accordance with this policy. This policy is intended to encourage and enable employees to raise serious concerns within NMH prior to seeking resolution outside of NMH.

Before an employee discloses a violation outside NMH, the employee is urged to provide notice to NMH in accordance with this policy to allow NMH the reasonable opportunity, when appropriate, to take corrective action.

NMH expects all employees to report any suspected criminal activity regardless of the identity or position of the employee involved.

#### **No Retaliation**

No employee who in good faith reports a violation of NMH's policies or applicable law shall suffer harassment, retaliation or adverse employment consequence. It is a violation of this policy for anyone, whether acting alone or on behalf of NMH, to retaliate against any individual who makes a good faith report in accordance with this policy. An employee who retaliates against someone who has reported a violation in good faith may be subject to discipline up to and including termination of employment.

#### **Acting in Good Faith**

Anyone reporting a violation or suspected violation of NMH's policies or applicable law must be acting in good faith and have reasonable grounds for believing the information indicates a violation. Employees found to have knowingly made false accusations may be subject to disciplinary action, up to and including termination of employment.

#### **Confidentiality**

While NMH encourages the reporting individual to reveal their name to facilitate investigation, concerns reported anonymously will be investigated to the fullest extent possible under the circumstances.

Upon receipt of a report, NMH will promptly conduct a thorough investigation in such a way as to maintain the confidentiality of the individuals involved to the extent possible under the circumstances.

## **Confidentiality**

The school requires all NMH employees to protect the interests of the school, its employees, and students and their families, and to safeguard the confidential nature of personal and private information they encounter in their work.

Much of school, student, and employee information is confidential in nature. Employees are required to exercise proper care of this information and to avoid discussing confidential matters inappropriately. Internal memos, financial records, and personal information are among those items not to be shared.

Confidential matters must not be discussed with those outside the school including former employees or students. Information should be protected if not specifically cleared for release. The school aims to keep all school records and information appropriately confidential and limits access to confidential information to those with appropriate standing.

## **Harassment**

The school will neither condone nor tolerate actions that constitute harassment because of race, color, religious creed, ancestry, sex, national origin, age, sexual orientation, gender identity, disability, veteran status, or any other legally-protected classification or that create an intimidating, hostile, or offensive working or educational environment.

It is illegal under federal and state law for an employee to harass another. Such behavior, whether committed by a supervisor or a coworker, will be considered employee misconduct and will be subject to disciplinary action, up to and including termination. It is also unlawful to retaliate against an individual for filing a harassment complaint or for cooperating in an investigation of such a complaint.

Any questions or complaints regarding school policy, state or federal law, or regarding any form of misconduct or harassment an employee may have experienced, should be addressed either to the immediate supervisor, the appropriate member of the senior staff, or the human resources department. (See the Sexual Harassment Policy in this handbook for specific guidelines addressing sexual harassment.)

All employees are required to conduct themselves in accordance with the school's stated expectations, standards, and policies, and to not tolerate or collaborate with others in such inappropriate behavior.

If an employee experiences or witnesses harassment, or any behavior on the part of others that is inconsistent with the expectations and standards of this or other school policy, they are encouraged to speak with the supervisor, if appropriate, or to the office of human resources.

## **Anti-Hazing**

Under Massachusetts law, "hazing" means any conduct or method of initiation into any student organization, whether on public or private property, which willfully or recklessly endangers the physical or mental health of any student or other person. NMH strictly prohibits hazing in any form, by any school group, team, club or organization. Hazing is also a crime prohibited by Massachusetts law.

Each year, the School distributes a copy of the Massachusetts Anti-Hazing statute (M.G.L. Chapter 269, §§ 17-19) to each student group, student team or student organization and

each person who enrolls as a full-time student. The text of the statute is also attached in Appendix D. In addition, the School's Anti-Hazing policy and the Massachusetts Anti-Hazing statute are available in the student handbook.

Please contact the Dean of Students' Office, the Dean of Faculty or Human Resources with any questions regarding the School's' Anti-Hazing policy.

## **Bullying, Harassment, or Intimidation**

Northfield Mount Hermon is committed to providing an environment for their students that is free of bullying, harassment, and intimidation. Accordingly, bullying is strictly prohibited.

Bullying occurs when a student is subjected to repeated unwelcome behavior, often as a result of an imbalance of power. A student is subjected to bullying when they are repeatedly the target of negative verbal or physical actions by one or more students. Bullying also includes "cyberbullying," which is the sending or posting of harmful and/or cruel text or images via the Internet, cell phones, chat rooms, email, instant messaging, or any other digital communication devices. An employee who learns or suspects that a student is being bullied should take appropriate steps to intervene, to the extent that they can do so without danger or peril to themselves or others, and report such information to the Dean of Students or an administrator as soon as possible. Please refer to the School's' anti-bullying policy, contained in the student handbook, for more information.

## **Child Abuse Reporting**

NMH is committed to the highest standards of care for its children. The following policy is intended to ensure that children are protected from any inappropriate or hurtful actions by adults responsible for their care. In addition, under Massachusetts law, all professionals responsible for the care of children are required to report suspected abuse or neglect of children under the age of eighteen (18).

Massachusetts law requires professionals responsible for the care of children (including, but not limited to, care workers, teachers, administrators, etc.) to make a report to the Department of Children and Families ("DCF") when, in their professional capacity, they have reasonable cause to believe that a child under the age of eighteen (18) is suffering from abuse or neglect (defined below). The responsibility to report rests both on the School and all professionals responsible for the care of children who are associated with the School. The following procedure is established to ensure that reports are made in a timely and effective manner, and that information about students and their families is treated in a way that is respectful of their privacy.

### **Procedure**

When an employee learns of a situation of possible neglect or abuse, they should consult immediately with the Dean of Students or the Head of School about the situation so that appropriate action can be taken to protect the child and timely reports can be made to DCF. The Head of School or the Dean of Students will review the information immediately and may consult with a physician or mental health consultant, and, if appropriate, the child's family. If appropriate, legal counsel and/or a consultant specializing in the care and protection of children also may be involved in these reviews. Every effort will be made to protect the confidentiality of the child and their family. If the abuse or neglect is suspected to come from the child's family, an approach to protecting the child will be defined and the family will be promptly notified of the school's'

obligation to report the information to DCF.

If the Head of School or Dean of Students determines that a report should be made to DCF, the Head of School (or their designee) will make the first report to DCF by telephone call (Child-At-Risk Hotline at 1-800-792-5200). As required by law, a written report must follow within forty-eight (48) hours after making the oral report. The form for filing this report can be obtained from the DCF website: [www.mass.gov/Eeohhs2/docs/dss/can\\_reporting\\_form.pdf](http://www.mass.gov/Eeohhs2/docs/dss/can_reporting_form.pdf). In the event it is not clear whether conduct reaches a level of reportable abuse or neglect or there is a disagreement between an employee and the School's administration, any party who believes that the incident rises to the threshold for making a report must make the report. Once again, the responsibility to report rests both on the individual professional and the School.

Effective July 1, 2010, any mandated reporter who willfully fails to report child abuse or neglect that resulted in serious bodily injury or death can be punished by a fine or jail, and will be reported to the person's professional licensing authority. In addition, mandated reporters who knowingly and willfully file a frivolous report can be punished by a fine and jail for second and future offenses.

### **Definitions**

DCF regulations (110 CMR § 2.00) define “**abuse**” as the non-accidental commission of any act by a caretaker upon a child under age eighteen (18) which causes, or creates a substantial risk of physical or emotional injury; or constitutes a sexual offense under the laws of the Commonwealth; or any sexual contact between a caretaker and a child under the care of that individual. This definition is not dependent upon location (i.e., abuse can occur while the child is in an out-of-home or in-home setting).

The term “**neglect**” means failure by a caretaker, either deliberately or through negligence or inability, to take those actions necessary to provide a child with minimally adequate food, clothing, shelter, medical care, supervision, emotional stability and growth, or other essential care; provided, however, that such inability is not due solely to inadequate economic resources or solely to the existence of a handicapping condition. This definition is not dependent upon location (i.e., neglect can occur while the child is in an out-of-home or in-home setting).

The term “**physical injury**” means death; or fracture of a bone, subdural hematoma, burns, impairment of any organ, and any other such non trivial injury; or soft tissue swelling or skin bruising, depending on such factors as the child's age, circumstances under which the injury occurred and the number and location of bruises; or addiction to a drug or drugs at birth; or failure to thrive.

The term “**emotional injury**” means an impairment to or disorder of the intellectual or psychological capacity of a child as evidenced by observable and substantial reduction in the child's ability to function within a normal range of performance and behavior.

A “**caretaker**” can be a child's parent, stepparent, guardian, or any household member entrusted with the responsibility for a child's health or welfare. In addition, any other person entrusted with the responsibility for a child's health or welfare, both in and out of the child's home, regardless of age, is considered a caretaker. Examples may include: relatives from outside the home, teachers or school staff in a school setting, workers at daycare, and childcare centers (including babysitters), foster parents, staff at a group care facility, or persons charged with caring for children in any other comparable setting.

## Sexual Harassment Prevention Policy

Northfield Mount Hermon is committed to providing a safe, positive environment for all students and members of the faculty and staff by ensuring that no form of sexual harassment is tolerated. All complaints of sexual harassment involving a student, faculty, or staff member of the school will be investigated. If any student, faculty, or staff member is found to have sexually harassed another individual, corrective action will be taken by the school, which may include termination or dismissal.

Sexual harassment is a violation of both state and federal law. It is also unlawful to retaliate against an individual for filing a complaint of sexual harassment or for cooperating in an investigation of such a complaint.

**Definition of Sexual Harassment:** The legal definition for sexual harassment is as follows:

“Sexual harassment” means sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- (a) submission to, or rejection of such advances, requests, or conduct is made either explicitly or implicitly a term or a condition of access to admission or to obtaining advantages, privileges, or courses of study at the school including favorable grades, reviews, or assignments; a term or condition of employment; or as a basis for employment decisions; or
- (b) such advances, requests, or conduct have the purpose or effect of unreasonably interfering with an individual’s work or educational performance by creating an intimidating, hostile, humiliating, or sexually offensive environment

While it is not possible to list all those circumstances that may constitute sexual harassment, the following are some examples of conduct that, if unwelcome, may constitute sexual harassment, depending upon the totality of the circumstances, and including the severity of the conduct and/or its pervasiveness:

- unwelcome and unwanted sexual jokes, language, epithets, advances, or propositions, whether they involve touching or not,
- written or oral abuse of a sexual nature, sexually degrading or vulgar words to describe an individual,
- the display of sexually suggestive objects, pictures, posters, or cartoons,
- unwelcome and unwanted comments about an individual’s body, sexual prowess, or sexual deficiencies,
- asking questions about sexual conduct,
- unnecessary and unwelcome touching, leering, whistling, brushing against the body, or suggestive, insulting, or obscene comments or gestures, or
- demanding sexual favors in exchange for favorable grades, reviews, assignments, promotions, continued employment, or promises of the same.

It is important to remember that relationships between students and members of the faculty and staff, or relationships between supervisor and subordinate, involve an imbalance of power, and any form of sexually oriented conduct, whether welcome or unwelcome, is inappropriate in such relationships.

Sexual harassment is not limited to the above situations. Sexual harassment may occur between coworkers, with individuals of the same or opposite sex, and regardless of status in the community.

**Complaints of Sexual Harassment:** If an employee believes that they have been the subject of sexual harassment, or if they are not sure whether certain behavior constitutes sexual harassment, or whether it is actionable under this policy, the employee is strongly encouraged to notify the supervisor or one of the following individuals immediately:

- senior staff member
- student or faculty deans
- the office of human resources

The school shall undertake an investigation of all complaints.

**Procedure:** Any member of the NMH community who believes that they have been sexually harassed or who has observed another member of the community being harassed should immediately report the incident to their immediate supervisor, and/or the appropriate individual from the list above.

All complaints of alleged violations involving students or faculty members will ultimately be reported to the dean of students or the dean of faculty, who will ensure that an investigation into each allegation will occur. When an allegation of sexual harassment involves the abuse of a minor, the dean of students is legally bound to report the matter to the Massachusetts Department of Social Services.

Complaints involving staff members will ultimately be reported to the director of human resources, who will see that an investigation of the allegation occurs. Appropriate action will be taken in response to all proven violations.

Any guest, visitor, or other individual who is not considered part of the school community and who comes to school property for any reason, and, while there, harasses a student or member of the faculty or staff, will be declared persona non grata and may be referred for criminal prosecution.

**Process of Investigation:** When a complaint of sexual harassment is received, the school will investigate the complaint according to the following steps:

1. an interview of the complainant;
2. an interview of the alleged harasser;
3. interviews with witnesses of the alleged harassment;
4. re-interviews with complainant and alleged harasser, if necessary

If a complaint against an adult is found to be valid, the investigator will decide on a course of action. Depending on the severity and frequency of the complaint, disciplinary action may be taken, up to and including termination.

**Other:** Individuals who believe they have been subjected to sexual harassment may in addition to the above file a formal complaint with either or both of the government agencies set forth below. Using the school's complaint process does not prohibit an individual from filing a complaint with these agencies. Each of these agencies has a specific time period for filing a claim (MCAD—300 days; EEOC—300 days).

Massachusetts Commission Against Discrimination (MCAD)  
One Ashburton Place, 6th Floor  
Boston, MA 02108  
(617) 727-3990

or: Massachusetts Commission Against Discrimination (MCAD)

424 Dwight Street, Room 220  
Springfield, MA 01103  
(413) 739-2145

or: Equal Employment Opportunity Commission (EEOC)  
One Congress Street, 10th Floor  
Boston, MA 02114-2023  
(617) 565-3200

## **Personal Information Security Policy**

NMH recognizes the importance of maintaining the security of personal information and therefore complies with all laws regulating the retention of such information. For purposes of this policy, “personal information” is defined as a person’s name (either the person’s first and last names, or the person’s first initial and last name) in combination with the person’s social security number, driver’s license or state-issued identification number, financial account number, or credit or debit card number. Personal information may be found in printed documents and hard files, but can also be collected, accessed and stored electronically. Personal information is covered by this policy whether it is printed or electronically stored.

Employees are required to take all reasonable measures to limit access to personal information, and to limit the collection or retention of personal information, to only what is reasonably necessary to accomplish the legitimate purpose for which the personal information is collected, stored or accessed. Further, employees are required to comply with all information security laws and regulations, and any other policies and programs adopted by NMH to comply with NMH’s obligations to maintain the security of personal information. NMH’s Written Information Security Program (“WISP”) and more detailed information and procedures, can be found in Appendix E of this handbook.

**Policy Responsibility.** The Director of Information Technology has responsibility for ensuring adherence to NMH’s Personal Information Security Policy and any questions concerning these policies should be directed to Information Technology.

## **Use of School Equipment, Technology, and E-mail**

The school provides technology, equipment, facilities, and associated supplies and resources and services to support the education of students, to support employees in the performance of their assigned duties and responsibilities, to facilitate communication within the school community, and to support the school’s administrative activities. NMH reserves the right to establish and execute policies that govern the use of its computers, computer networks, and technical resources, and all employees are required to use school technology resources in accordance with these policies.

No member of the NMH community, or others with access to the school’s technical resources including e-mail and conferencing resources, whether for school or personal use, either on- or off-site, may use the school’s technical resources to view, download, access, or transmit material that is considered to be pornographic, abusive, discriminatory, unsuitable to the school and work environment, or in violation of the confidentiality policy or any other use that would violate the code of conduct expectations of the school.

All employees and members of the NMH community are required to use appropriate language

and refrain from pornographic, abusive, profane, discriminatory or harassing comments, or violating confidentiality in the use of the school's e-mail, conferencing system, or other computer-based communication systems. See Appendix E for more details of the school's acceptable use of technology practices.

School -owned facilities, networks, equipment, and other technical resources are provided in support of work requirements and should not be used for commercial or other unauthorized purposes or for non-work-related reasons during work time or viewed as granting privacy rights to any individual. The Head of School, or their designee, reserves the right to examine without notification the e-mail correspondence, computer files, and other material stored on or generated by the NMH voice and data network, and NMH-owned computer resources of all school personnel. Information Technology personnel manage all technology which includes e-mail correspondence, computer files, and other material stored on or generated by the NMH voice and data network and may review such technology for security purposes.

Employees should use care with electronic transmissions to guard third-party privacy rights.

### **Use of School's Resources: Expense Accounts, Access Codes, and Credit Cards**

The school provides a variety of resources to support employees in the conduct of their work. Employees with authorization to use school-provided resources such as access codes and credit cards, funds in support of advising, or travel-related funds, for example, are required to use such resources for their designated purposes and in accordance with school guidelines and policy.

No member of the NMH community or others with access to the school's resources may use these resources for personal or commercial purposes.

If employees have been provided resources in support of their work for the school, they are required to report on these resources in a timely fashion and in accordance with school policy. Detailed travel and expense reporting and related procedures are available from the appropriate department.

When employees leave the school or move to a position that does not entail the authorized use of school credit cards, etc., all credit cards are to be returned to the issuing department.

Faculty and staff managers and supervisors are responsible for the performance of their departments and the effective utilization of school resources used to meet department and school objectives.

Supervisors are responsible for distributing school-provided resources in accordance with school policies and practices including technical resources, access to expense accounts, access codes, and credit cards. Technology resources are capital assets of the school and as such should be managed and tracked by the supervisor. Employees need to be informed by their managers and supervisors of the appropriate guidelines and policies governing the use of school-provided resources.

The school reimburses employees for authorized expenses incurred in the conduct of their work. The supervisor is responsible for monitoring reimbursement applications for completeness and the timely processing of such requests.

### **Safety**

The school seeks to provide a safe working environment for employees. Safety on the job requires active participation of both employees and management.

Employees are required to perform their job duties in a safe manner, observing safe and appropriate work practices, and using common sense to protect themselves and others from hazardous situations and injury. Work areas should be maintained in an orderly manner, and any hazardous conditions should be reported to a supervisor or department head immediately. Employees are expected to comply with any departmental dress code requirements designed to ensure the safety of the workplace and our campus. All employees are urged to wear their name tags, badges, or other NMH recognizable attire while at work at NMH.

If an accident does occur, employees are required to assist with accident investigation procedures. (See the Workers' Compensation Policy for more details.)

## **Employment**

### **Employment Definitions**

In the absence of an employment agreement, all NMH positions are “at-will.” As such, the employment relationship with NMH may be terminated at any time with or without notice, for any reason or no reason, by the employee or by NMH. The at-will nature of NMH employment may only be modified in express writing by the Head of School or their designee, as appropriate, and by the employee or their duly authorized representative. For those employees who have employment agreements with NMH, the terms of their employment with the school are governed by the terms of their agreement.

Additionally, all positions at the school are designated as either exempt or nonexempt positions, in accordance with the Fair Labor Standards Act (FLSA):

**Exempt.** Positions that are exempt from the overtime provisions of the Federal Fair Labor Standards Act. Exempt positions do not receive overtime.

**Nonexempt.** Positions that are not exempt from the overtime provisions of the FLSA and are therefore compensated for all time worked. Some nonexempt positions may have their pay rate expressed as a salary equivalent.

Employment categories are used to define eligibility for NMH benefits and to administer policies. An employee's primary job, as determined by the school, establishes eligibility for benefits.

All employees are at-will unless otherwise dictated by their agreement.

### **Teaching/Administrative Faculty**

Teaching / administrative faculty sign an agreement that governs the terms and conditions of their employment for a specified period of time. The agreement terms of employment are specified annually.

Teaching / administrative faculty positions are further designated as follows:

*Full-time.* A full-time teaching faculty workload consists of a specified number of points as determined by the school.

*Part-time.* Workloads of less than a full-time schedule as defined by points are considered to be part-time. Faculty with agreements of at least 50 percent of a full-time workload may be eligible for certain benefits.

*Teaching.* Teaching faculty are regular employees who are directly involved in delivering the educational program of the school. Teaching faculty may have as their primary responsibilities a combination of teaching, residential duties, advising, and coaching.

The various work responsibilities of a teaching faculty member are assigned a specific number of “points” as determined by the school. Teaching faculty agreements are defined as either full-time or part-time, based on points.

*Administrative.* Administrative faculty are regular employees who have as their primary responsibility the direct support and/or administration of the educational program of the school. In addition to their individual job responsibilities, administrative faculty are ordinarily required to serve as advisors to students in the school’s system of advising, and participate in residential duty and/or coaching.

*Interns and Teaching Fellows.* Interns and teaching fellows are full or part-time teaching faculty who occupy positions with some combination of curricular, residential, and/or coaching duties intended to provide the novice or inexperienced faculty member with exposure and training in the residential boarding school life.

*Adjunct Faculty.* Adjunct faculty are temporary teaching faculty who work in positions with defined limits such as duration or scope and may have as their primary responsibilities some combination of teaching, residential duties, advising, and/or coaching.

*Note:* Adjuncts and interns may be eligible for certain school benefits as defined under each policy.

## **Staff Employees**

Staff employees provide essential, ongoing support to the NMH educational and residential community. Staff employees are at-will and are further categorized as follows:

*Full-time.* Positions that regularly require 37.5 or more hours per week.

*Partial Year.* Full-time positions scheduled to work at least nine months, or 38 weeks, whether or not school is in session.

*Note:* Partial-year employees are eligible for certain benefits as defined under each policy on a proportionate basis.

*Part-time.* Positions that regularly require fewer than 37.5 hours per week.

*Academic Year.* Employees who generally work only while school is in session.

*Note:* Academic year employees and part-time employees who are scheduled to work at least 1,000 hours within a fiscal year may be eligible for certain benefits.

*Temporary Staff Employees.* Temporary positions are generally of limited duration and scope. Temporary positions are ordinarily not eligible for benefits.

## **Recruitment and Hiring**

The chief operating officer or the dean of faculty must approve all new positions or replacement hires. Once approved, the office of human resources and/or the dean of faculty work with staff and faculty supervisors to expedite recruitment for faculty and staff vacancies; all hires, regardless of department, should be managed through these offices.

NMH employs a variety of resources to advertise a job opening including consideration of qualified individuals already employed by the school who may be available through transfer or promotion. When internal applicants are under consideration for a vacancy, the office of human resources may refer all employment and education information, as well as pertinent information from the employee's personnel file for internal candidates, to the hiring supervisor upon the completion of job interest forms by the individual employee.

The office of human resources may post open positions on the school's intranet, website, or other media. If appropriate, and to the extent feasible, job announcements may be posted in-house for three working days. Applications for open positions are generally accepted through the deadline date stated on the job announcement, or until the position is filled.

Job offers are coordinated in consultation with the hiring supervisor through the office of human resources and/or the dean of faculty's office.

## **Pre-employment Checks**

New employees are selected through a process that may include, but is not limited to, written application, personal interviews, and professional reference checks.

Prior to employment, job-related background checks or health examinations may also be conducted for designated jobs, as determined by the school, to ensure the well-being and safety of the school community.

Pre-employment checks will include:

- completion of the Federal I-9 verification of employment eligibility (E-Verify),
- verification of prior employment, education, or credentials.
- criminal (CORI) and/or sex offender (SORI) background checks

*Note:* Any individual whose relationship to the school community or work may include close or unsupervised contact with students will be subject to a CORI and/or a SORI check.

- fingerprinting
- driving record history checks.

The school may require driving-record history checks for positions or employees whose work requires operation of a motor vehicle. Any employee whose work for the school entails operation of a motor vehicle must present and maintain a valid driver's license and an annual driving record acceptable to the school.

Any driver about whom the school has concerns, regardless of driving history, may be denied the privilege of operating a school vehicle.

- a health exam may be required if appropriate. This will take place after the offer of

employment but prior to start of work.

Certain positions may require the prospective employee to undergo a physical exam prior to the start of actual employment to ensure the employee's ability to perform the essential functions of the job. NMH covers the cost of mandated health exams.

The school may conduct some or all of these background checks for applicants selected for designated positions. Changes in an employee's CORI or driving record (see below) must be reported by the employee to human resources. Failure to inform the school of changes to a driving record or CORI may result in disciplinary action that may include dismissal.

## **CORI Review Policy**

When Criminal Offender Record Information (CORI) or fingerprint-based criminal history checks are part of a general background check for employment, volunteer work, third party contractor, or licensing purposes, the following guidelines will generally be followed.

1. CORI and/or fingerprint-based checks will only be conducted as authorized by Criminal History Systems Board (CHSB), Massachusetts Department of Criminal Justice Information Services (DCJIS), and the FBI. All applicants will be notified that a background check will be conducted.
2. All personnel authorized to review background checks in the decision-making process will be thoroughly familiar with the educational materials made available by CHSB, DCJIS, and FBI.
3. Unless otherwise provided by law, a criminal record will not automatically disqualify an applicant. Rather, determinations of suitability based on background checks will be made consistent with any applicable law or regulations.
4. If a criminal record is received from CHSB, the authorized individual will closely compare the record provided by CHSB with the information on the background request form and any other identifying information provided by the applicant, to ensure the record relates to the applicant.
5. If Northfield Mount Hermon is inclined to make an adverse decision based on the results of the background check, the applicant will be notified immediately. The applicant shall be provided with a copy of the criminal record, advised of the part(s) of the record that make the individual unsuitable for the position, and given the opportunity to dispute the accuracy and relevance of the CORI record.
  - a. If the CORI record provided does not exactly match the identification information provided by the applicant, NMH will make a determination based on a comparison of the CORI record and documents provided by the applicant.
6. If NMH reasonably believes the record belongs to the applicant and is accurate, the determination of suitability for the position will be made. Unless otherwise provided by law, factors considered in determining suitability may include, but not be limited to the following:
  - a. Relevance of the crime to the position sought;
  - b. The nature of the work to be performed;
  - c. Time since the conviction;
  - d. Age of the candidate at the time of the offense;
  - e. Seriousness and specific circumstances of the offense;

- f. The number of offenses;
- g. Whether the applicant has pending charges;
- h. Any relevant evidence of rehabilitation or lack thereof;
- i. Any other relevant information, including information submitted by the candidate or requested by the hiring authority

NMH will notify the applicant of the decision and the basis of the decision in a timely manner. Changes in an employee's CORI must be reported by the employee to human resources. Failure to inform the school of changes to a CORI may result in disciplinary action that may include dismissal.

## **Changing Jobs at NMH**

Employees who meet job specifications may apply for open positions at the school. Employees who become aware of an open position at the school for which they would like to apply should complete and submit a job interest form, along with a resume (if appropriate or required), to the office of human resources.

A transfer occurs when an employee moves laterally to a position with different functions at the same or lower level of responsibility. A promotion may occur when an employee moves to a position with greater responsibilities.

For purposes of pay administration, a salary review may be undertaken at the time a change in position becomes effective. Transfers to positions with lower salary levels may require a reduction in pay.

All salary reviews will be done in accordance with the Massachusetts Equal Pay Law of 2018.

## **Employee Reference Policy**

All employees or former employees requesting a reference should direct those requests to the Human Resources office.

Anyone requesting a reference from NMH must complete an Information Release and Waiver Agreement from the Human Resources office. Only Human Resources, Dean of Faculty, or Head of School will provide or authorize official reference letters for current or former employees.

If a supervisor or colleague is requested to provide a reference they must check with human resources prior to providing the reference. If it is not authorized by human resources, the dean of faculty, or the head of school, the letter or email must clarify that the recommendation is not an official reference from Northfield Mount Hermon and may not be provided on NMH letterhead or through the school's email.

In the absence of an Information Release and Waiver Agreement, Human Resources will only confirm information such as:

- Title of position
- Date of Hire
- Date of Departure

In consideration for the school providing a reference, the current or former employee must release Northfield Mount Hermon and its employees from, and hold it harmless against, any and all claims of that might come about now or in the future as a result of the School providing such information.

## **Holding More Than One Job**

All employees engaged in outside employment must notify their intent to their supervisor in writing.

While an employee may hold more than one position at the school or at some other place of employment, it is the school's expectation that they will meet the schedule and performance expectations for all work performed on behalf of the school. All internal positions must be reviewed by human resources. The school reserves the right to designate the employee's primary responsibility and to determine an employee's eligibility for benefit programs based on the designation of the primary function.

If the school determines that an employee's outside work interferes with their ability to meet their position requirements at NMH as they are modified from time to time, the employee may be asked to terminate the outside employment if they wish to remain at NMH.

## **Paycheck Policy**

NMH seeks to ensure that employees are paid promptly and properly on the employee's scheduled payday. In addition, NMH makes a good faith effort to avoid making any improper deductions from the employee's pay. In addition to deductions prescribed by law, other adjustments to pay as established by the school and elected by the employee may be made with the consent of the employee. In the unlikely event there is an error in the amount of the employee's pay or an impermissible deduction is made from the employee's pay, employees should promptly report the matter to the attention of Human Resources or Payroll so the appropriate corrections may be made as quickly as possible.

In the event of an improper deduction, NMH will reimburse employees for the improperly deducted amount. In the event of an overpayment of wages, NMH expects employees to cooperate in correcting the over-payment. Accordingly, NMH reserves the right to deduct re-payment from the employee's future wages to the extent permitted by applicable law. In the event that no further wages are due to employees, NMH may seek to recover the wage over-payment to the fullest extent permitted by law.

In accordance with IRS regulations, NMH reserves the right to report personal benefits received as a result of employment as taxable wages in the employee's paycheck.

## **Personnel Records**

The school maintains the employment records of each of its employees in compliance with state and federal laws. Employee personnel records are confidential.

Employees may have access to their own personnel file and may submit rebuttals to be included in their file in response to adverse employment actions. An appointment should be made

with the human resources office five business days in advance of when an employee wants access to their personnel file. Employees will be notified when an adverse employment action will be added to their personnel file.

## **Official Closings and Delays**

The school may, on occasion, release employees from their regularly scheduled work for an official closing or delay of school. As a residential institution, however, the school must ensure that essential support services are provided to its students under all conditions. If an employee works in a position designated as essential to the operations of the school, the school must require the employee to report to work regardless of conditions during periods of officially declared delay or school closing. Other departments are required to offer services as fully as possible under diverse weather conditions. It is the responsibility of all employees to plan ahead, use good judgment, and maintain work schedules as normally as possible, regardless of weather conditions.

Employees in Plant Facilities and Dining Services are considered essential personnel if the event of the school closing for unforeseen circumstances. Essential positions may vary due to the requirements of the specific situation. When extreme weather conditions or other official emergencies require the school to delay, cancel, or shorten the workday, employees will be notified as early as practicable by their supervisors.

Nonexempt employees in positions designated as essential, or who are required by the school to maintain their normal work schedules during a shortened or canceled work day, will be compensated at two times their normal rate for each hour worked before a delayed opening or after an early closing.

Nonexempt employees who are absent for the entire day, arrive very late, or leave early when there is no formal notification of a change in work schedule, are responsible for notifying their supervisors. Employees who do so may make up the lost time within the same pay period with the approval of their supervisor or charge the time to available paid time off.

In the event of a forced school closing due to a health crisis or any other event necessitating such an action, NMH may choose to end the academic year, continue to operate on an off-campus basis, and/or extend the academic year beyond June 30. Should there be a forced school closing, NMH may also schedule weekend classes or work time and/or shorter school breaks. Faculty and staff members will be expected to participate in any program, schedule, or operating changes necessitated by a forced school closing.

## **Incident Response & Crisis Management**

NMH has developed a crisis management team and incident response guidelines and plan. A crisis situation may be defined as one whose outcome has (or has the potential to have) serious consequences for the School, its students and staff and surrounding communities, and/or the School's operation or reputation. Such situations include, but are not limited to:

- Any event involving serious injury or death (or the threat thereof);
- Physical or sexual assault;
- Outbreak of communicable disease;
- Natural disasters;
- Bomb threats;
- Major Technological failures;

It is not possible to prepare a detailed plan that will cover every crisis imaginable because of the variables that occur in each incident. In the instance of a crisis, employees are expected to follow established protocols and carry out their assigned responsibilities to ensure their own and the safety of others. Good judgment, common sense and sensitivity are the most important factors in an effective response to crisis situations. NMH's crisis management plan is currently available in offices in Holbrook Hall.

## **Media Policy**

NMH is a private institution. To ensure the privacy of our students, faculty, and staff, members of the media must register with the safety office. Media will not be permitted inside dormitories or campus buildings unescorted. Any media on campus should be coordinated through the office of communications. Only representatives from the communications office will coordinate interviews. Any requests for interviews should be directed to the director of communications or their designee.

## **Benefits**

### **Overview**

Employee benefits represent a significant portion of the total remuneration employees receive over and above direct pay for work performed. Northfield Mount Hermon provides a comprehensive program of benefits and services. The school periodically reviews and modifies its benefits program and plan design.

Brief summaries of current school benefits are included here. Certain benefits or insurance plans are defined in detail in their respective plan documents or contracts. Such documents, or third-party contracts or agreements are the controlling documents for plan eligibility, coverages, etc., and not this handbook. Questions about third-party benefit programs or other policies contained in this handbook should be directed to the human resources office or to the policy carrier.

One's employment designation as full- or part-time, or temporary defines benefit eligibility.

## **Time Away for Illness**

### **Paid Sick & Personal Time**

The school provides employees paid sick and personal time to provide employees with continuing income for brief periods of absence due to illness, injury, or personal necessities. Sick and personal time is available to employees when they must be absent from work for brief periods of time due to illness or injury that is not work related; or for use when an employee must address issues of personal necessity. For illness that extends beyond ten days, see Extended Illness & Short-Term Disability Leave. A doctor's certification will be required for events that qualify an employee for Extended Illness & Short-Term Disability Leave and/or Family and Medical Leave.

**Eligibility.** Sick/personal days are granted to full-time employees, or to any part-time employee who is scheduled to work 1,000 or more hours each fiscal year. Under Massachusetts law, temporary/seasonal employees may accrue sick time.

**Credit for Full-time Employees.** Eligible full-time employees are credited with a maximum of ten sick/personal days per fiscal year prorated by their date of hire or work schedule that are available for use throughout the year.

**Credit for Part-time Employees.** Eligible part-time employees are credited with sick/personal time proportionate to the percent of a full-time job they work per fiscal year, available for use throughout the year.

**Massachusetts Earned Sick Time.** Massachusetts provides earned sick time for all employees. Non-benefited temporary/seasonal employees earn one (1) hour of sick time for every 30 hours of work to a maximum of 40 hours per year. Non-benefited temporary workers begin earning sick time on their first day of work and may begin using the earned sick time 90 days after their hire date. Temporary/Seasonal Employees accrue earned sick time only on hours worked, not on hours paid when not working.

**Use of Sick & Personal Time.** Employees who have used all of their sick/personal time must have their supervisor's approval to use any other available paid time-off to cover the unscheduled absence. Employees with no available sick and personal time should not expect that any available paid time off will automatically be applied by their supervisor to make short -weeks whole or that short hours may be made up by working alternate days in the pay period.

Massachusetts earned sick time allows the minimum amount of sick time a temporary / seasonal employees may take is one (1) hour. Temporary/seasonal employees may only use earned sick time if the employee is scheduled to be at work during the period of use.

*Note:* unused sick and personal time may not be used to extend scheduled vacation time away. Employees must account for sick/personal time used on their timecard submissions.

The use of sick and/or personal time allows an employee to: 1) care for the employee, employee's child, spouse, parent, or parent of a spouse, who is suffering from a physical or mental illness, injury or medical condition that requires home care, professional medical diagnosis or care, or preventative medical care; 2) attend the employee's routine medical appointment or a routine medical appointment for the employee's child, spouse, parent, or parent of spouse; or 3) address the psychological, physical or legal effects of domestic violence.

**Carry-over.** Benefited nonexempt employees will be reimbursed, at one-half the normal rate of pay, for any portion of sick/personal time that remains unused as of June 30. Exempt employees are not paid out for unused sick/personal time. Massachusetts earned sick leave allows temporary/seasonal employees to roll over up to 40 hours each fiscal year.

**Separation.** Benefited nonexempt employees are paid out one-half of unused sick/personal days at termination, to a maximum of five days prorated for length of service in that fiscal year. Temporary/seasonal employees do not receive payout of their accrued sick leave under Massachusetts law.

**Scheduling Appointments and/or Personal Days.** To the extent possible, employees should schedule appointments so they do not interfere with their work requirements. Absences for benefited employees' personal doctor, dental, or court appearances, if kept within 24 hours per fiscal year and up to 3 hours per day will not be counted against the above leave allowance

provided the employee returns to work as soon as the appointment is completed unless appointment is at the end of the employee's work hours.

Employees should submit requests for personal time to their department heads for approval a week in advance if possible. If this is not possible due to unusual circumstances, they should submit the request as soon as possible.

### **Family and Medical Leave**

NMH provides family and medical leave in compliance with the federal Family and Medical Leave Act ("FMLA").

If you have worked for the school for at least twelve (12) months and at least one thousand two hundred and fifty (1,250) hours in the year preceding a requested leave, you are eligible for FMLA leave.

#### *Reasons for Family/Medical Leave*

Eligible employees are entitled to take up to twelve (12) work weeks of unpaid family/medical leave within a "rolling" backward twelve (12) month period for any of the following reasons:

- For incapacity due to pregnancy, prenatal medical care or childbirth;
- To care for the employee's child after birth, or placement for adoption or foster care. The leave must be completed within 12 months of the child's birth, adoption or foster care placement;
- To care for the employee's spouse, son, or daughter, or parent, who has a serious health condition; or
- For a serious health condition that makes the employee unable to perform the employee's job.

#### *Definition of Serious Health Condition*

A serious health condition includes an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a healthcare provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents the qualified family member from participating in school or other daily activities.

Subject to certain conditions, the continuing treatment requirement is met by:

- a period of incapacity of more than three (3) consecutive calendar days combined with at least two (2) visits to a health care provider;
- one (1) visit to a health care provider and a regimen of continuing treatment;
- incapacity due to pregnancy or prenatal care; or
- incapacity due to a chronic condition.

Other conditions may also meet the definition of continuing treatment.

#### *Family Military/Injured Service Member Leave*

In certain circumstances, eligible employees are entitled to take up to twelve (12) work weeks of unpaid family military leave within a "rolling" backward twelve (12) month period when an

employee's spouse, child or parent is on, or called to active duty (including a foreign deployment requirement) with the U.S. Armed Forces (including the National Guard or Reserves) to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, care for a military member's parent who is incapable of self care, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings. An employee is required to provide written certification of the family member's military service.

Additionally, in certain circumstances, eligible employees are entitled to take up to twenty-six (26) work weeks of unpaid injured service member leave within a single twelve (12) month period to care for a spouse, child, parent or next of kin (meaning that the employee is the service member's closest living blood relative) who is: (1) a current service member and suffers a serious injury or illness or aggravation of a preexisting condition in the line of duty for the U.S. Armed Forces (including the National Guard or Reserves), rendering the member medically unfit to perform the duties of the member's office, grade, rank or rating; or (2) a veteran of the U.S. Armed Forces (including the National Guard or Reserves) who was discharged or released under conditions other than dishonorable at any time during the five (5) year period prior to the first date the eligible employee takes leave and is undergoing medical treatment, recuperation, or therapy for a serious injury or illness suffered in the line of duty, including aggravation of a preexisting condition. Where leave is sought to care for a veteran, the serious injury or illness must also be one of the following: (1) a continuation of a serious injury or illness that was incurred or aggravated when the veteran was a member of the Armed Forces and that rendered the service member unable to perform the duties of the service member's office, grade, rank or rating; (2) a physical or mental condition for which the covered veteran has received a U.S. Department of Veterans Affairs Service-Related Disability Rating (VASRD) of 50% or greater, with such VASRD rating being based, in whole or in part, on the condition precipitating the need for military caregiver leave; (3) a physical or mental condition that substantially impairs, or would do so absent treatment, the covered veteran's ability to secure or follow a substantially gainful occupation by reason of a disability or disabilities related to military service; or (4) an injury, including psychological injury, on the basis of which the covered veteran has been enrolled in the Department of Veterans Affairs Program of Comprehensive Assistance for Family Caregivers.

Eligible employees are also entitled to take up to fifteen (15) days of unpaid family military leave to bond with a military member on rest or recuperation leave. This leave must correspond to the length of rest or recuperation leave given to the military member.

#### *Substitution of Paid Leave Time*

To the extent applicable, employees are required to use any accrued paid time off (vacation, sick and personal time, extended illness) in order to receive pay during any unpaid portion of FMLA leave. In order to use such paid time off for FMLA leave, you must comply with NMH's normal paid leave policies. You will not be required to substitute paid time off if the leave is running concurrently with any leave under the Massachusetts Maternity Leave Act (MMLA), or you are receiving paid benefits from another source such as disability insurance or Workers' Compensation.

#### *Types of Leave*

When medically necessary, you may take leave for any of the reasons listed above

intermittently (that is, in blocks of time or by reducing your normal weekly or daily work schedule), rather than continuously in accordance with the conditions provided for such intermittent leave under the FMLA. You must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the school's or departmental operations. Leave due to qualifying exigencies, and leave for bonding with a military member on rest or recuperation leave, may also be taken on an intermittent basis. When leave is taken after the birth of a healthy child or placement of a healthy child for adoption or foster care, you may take leave intermittently or on a reduced leave schedule only if the school agrees to such an arrangement. Spouses who are both employees of the school may be limited to a combined total of 12 work weeks of family leave for the birth of a healthy child or placement of a healthy child for adoption or foster care or to care for the employee's parent with a serious health condition.

#### *Notice of Leave*

If the need for family/medical leave is foreseeable, thirty (30) days' prior notice must be given. Failure to provide such notice may be grounds for delay of leave (until thirty (30) days' notice has been given). If the need for leave is due to a planned medical treatment, every attempt should be made to schedule the treatment so as not to unduly disrupt the work of the department. If the need for family/medical leave is not foreseeable, request must be submitted as soon as practicable, no later than two (2) business days after the need for leave arises.

You must provide sufficient information for the school to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Sufficient information may include that you are unable to perform job functions, the family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a healthcare provider, or circumstances supporting the need for military family leave. You also must inform the school if the requested leave is for a reason for which FMLA was previously taken or certified.

#### *Medical Certification for a Serious Health Condition*

If a leave is requested due to your own serious health condition or to care for a family member with a serious health condition, the employee is required to provide medical certification from an appropriate health care provider. The medical certification must include the date on which the condition began and the probable duration of the condition. Failure to provide a satisfactory certification may result in a denial of leave. The school also may require a second opinion or third opinion as to a serious health condition, at NMH's expense.

#### *The School's Responsibilities*

NMH will inform an employee requesting leave whether the employee is eligible for FMLA leave. The notice will specify any additional information required, as well as the employee's rights and responsibilities. If the employee is not eligible for FMLA leave, the school will provide a reason for the ineligibility.

The school will inform an employee if leave will be designated as FMLA leave and the amount of leave counted against the employee's leave entitlement. If the school determines that the leave does not qualify as FMLA leave, the school will notify the employee.

#### *Returning to Work*

If leave is taken due to your own medical condition, you are required to provide medical certification that you are able to resume work, before returning. You and your health care

provider must complete a Fitness for Duty Medical Certification form. Employees failing to provide medical certification will not be permitted to resume work until such notice is provided. Upon returning from approved FMLA leave that has not exceeded twelve (12) weeks, or twenty-six (26) weeks in the case of injured service member leave or injured service member leave combined with leave for any other purpose under the FMLA, you will generally be returned to the same position that you left when the leave began or to an equivalent position with equivalent pay, benefits and other terms and conditions of employment, in accordance with the conditions provided for such reinstatement under the FMLA. You will be reinstated without loss of employment rights or benefits that you had earned or accrued prior to the beginning of the leave, except to the extent such benefits were used or paid during the leave.

In accordance with the Special School Rules under the FMLA, the school may require instructional employees (generally faculty members) to:

- a. Take the family or medical leave for periods of particular duration not to exceed the planned medical treatment or supervision (if the leave was foreseeable and the employee would be on leave for greater than twenty percent (20%) of the total number of working days during which the leave would extend); or
- b. Transfer temporarily to an available alternative position offered by the school for which the employee is qualified, which has equivalent pay and benefits, and better accommodates the recurring periods of leave than the employee's regular employment position.

In addition, if the instructional employee begins family or medical leave more than five (5) weeks before the end of the academic term, the school may require the instructional employee to continue to take leave until the end of the term if:

- a. the leave is at least three (3) weeks in duration; and
- b. the return to employment would occur during the three (3) week period before the end of the academic term.

If the instructional employee begins leave during the period that commences from more than three (3) weeks and up to and including five (5) weeks before the end of the academic term, the school may require the instructional employee to continue to take leave until the end of the term if:

- a. the leave is greater than two (2) weeks in duration; and
- b. the return to employment would occur during the two (2) week period before the end of the academic term.

If the instructional employee begins leave under during the period that commences three (3) weeks or fewer before the end of the academic term and the duration of the leave is greater than five (5) working days, the school may require the employee to continue to take leave until the end of the term.

If you decide not to return to the school from an FMLA leave, you are requested to inform the school of that decision as soon as possible. The school may then end the leave and employment will terminate. If you fail to return to work at the end of an approved leave and to notify the school of your status, your employment with the school may be terminated.

### *Benefits During Leave*

The taking of the FMLA leave shall not result in the loss of any employment benefits accrued prior to the first day of leave and the leave period will be treated as continued service for purposes of determining vesting and eligibility to participate in the school's retirement savings and investment plan. However, an employee does not accrue any other additional benefits (vacation, sick and personal time) during the leave period (unless it is paid leave under which benefits would otherwise accrue). The school will continue to maintain your life insurance and group health insurance benefits while you are on leave on the same basis as if you had continued active employment for the period of designated FMLA leave and with the same employee contribution. Employees may be responsible for their portion of insurance contributions during any unpaid leave. If you fail to return to work upon termination of the family/medical leave, you may be required to reimburse the school for maintaining life insurance and group health coverage during the leave.

### *Key Employees*

Certain key employees may not be eligible to be returned to the same or a similar position upon returning from FMLA leave, if such denial is necessary to prevent substantial and grievous economic injury to the school. A key employee is a salaried employee who is among the highest paid ten percent (10%) of the employees employed by the school within seventy-five (75) miles of the facility at which the employee works.

### *Misrepresentation of Reasons for FMLA Leave*

An employee who intentionally misrepresents the reasons they are requesting leave shall be subject to termination.

### *Unlawful Acts by Employers*

The FMLA makes it unlawful for an employer to interfere with, restrain, or deny the exercise of any right provided under the FMLA; or to discharge or discriminate against any person for opposing any practice made unlawful by the FMLA or for involvement in any proceeding under or relating to the FMLA.

### *Enforcement of the FMLA*

An employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit against an employer for claimed violations of the FMLA. The FMLA does not affect any federal or state law prohibiting discrimination, or supersede any state or local law or collective bargaining agreement, which provides greater family or medical leave rights.

## **Parental Leave**

Northfield Mount Hermon provides paid time off for employees to manage their parental and professional responsibilities. In accordance with Massachusetts General Laws Chapter 149, Section 105D, an employee may request up to eight weeks of unpaid, temporary leave for the purposes of giving birth or adopting a child. Depending on the circumstances, this leave may be paid, unpaid, or a combination of paid and unpaid leaves.

The NMH Parental leave policy provides eligible employees with four weeks of paid leave for the birth or adoption of a child. For faculty members, this is currently roughly equivalent to 6 points of work, according to our faculty workload points system.

To be eligible, the employee must work for the school in a full-time position for at least three months. Spouses who are both employees of the school may each be eligible for four weeks of paid leave under this policy. NMH Parental leave may run concurrently with leave available under the Family Medical Leave Act (FMLA).

**Benefit Continuation** While employees are on leave under this policy, their group health and life insurance benefits and credit for length of service continue under the same terms as provided to other employees, up to a maximum of eight weeks leave during any one-year period.

**Notice.** The employee should give at least fourteen days notice of their anticipated date of departure and intention to return.

Upon notification by an employee of a request for parental leave, the human resources office will determine how much paid time off the individual has available, whether the leave will run concurrently with other time away from work, and which portions of the leave will be paid or unpaid and under what coverage.

The office of human resources will certify the beginning date of the parental leave in writing to the employee.

## **Extended Illness Leave**

### *Benefit*

When an employee is unable to work for a period of time due to extended illness or disability resulting from a non-work related serious health condition, eligible employee may be entitled to the benefits as described under this policy. During an approved leave under this policy, the school may continue to pay the employee at 100% of the employee's regular weekly salary for up to ninety (90) calendar days of leave within a rolling incident year.

If the employee is still unable to return to work after the initial ninety (90) calendar days of leave are exhausted, the employee may be eligible to apply for long-term disability insurance benefits, which consist of 60% of the employee's regular weekly salary.

*Note:* Extended illness leave provides job-protected time away from work to the extent it runs concurrently with other job-protected leave such as Family Medical Leave.

### *Eligibility*

All full- and part-time benefit-eligible employees in regular (i.e., non-temporary) positions who have completed their introductory period are eligible for Extended Illness & Short-Term Disability Leave. Where an employee's extended illness or disability resulting from a serious health condition is also covered by the Family and Medical Leave Act, leave under this policy shall run concurrently with the employee's Family and Medical Leave.

The first ten scheduled work days of an employee's extended illness or disability leave within a rolling incident year must be covered by the employee's available sick/personal time. Should the employee have no available sick/personal time, other accrued leave time must be used, or the leave may be unpaid.

### *Approval of Leave Required*

All requests for leave under this policy, including the attendant medical certifications from appropriate health care providers, are subject to review and approval by the school's Third Party

Administrator (“TPA”). Employees will not receive benefits under this policy unless and until the school’s TPA approves the employee’s leave as Extended Illness & Short Term Disability Leave.

#### *Definition of Serious Health Condition*

For purposes of this policy, a serious health condition includes an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a healthcare provider for a condition that prevents the employee from performing the functions of the employee’s job.

#### *Medical Certification for a Serious Health Condition*

The use of leave under this policy requires the employee to provide medical certification from an appropriate health care provider. The medical certification must include the date on which the condition began and the probable duration of the condition. Failure to provide a satisfactory certification may result in a denial of leave. The school also may require a second opinion or third opinion as to a serious health condition, at the School’s expense.

The School reserves the right to request recertification, as appropriate, from employees on leave. Employees seeking leave beyond an initial ninety (90) calendar day period must provide updated medical certification and be approved for short-term disability insurance benefits.

#### *Types of Leave*

When medically necessary, employees may take leave under this policy in connection with a serious health condition intermittently (that is, in blocks of time or by reducing their normal weekly or daily work schedule), rather than continuously, for one or more occurrences within an incident year, up to the maximum time of 90 calendar days per incident year. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the school’s or departmental operations.

#### *Benefit Continuation*

While employees are on leave under this policy, their group health and life insurance benefits and credit for length of service continue under the same terms as provided to other employees.

## **Other Leave Policies**

NMH recognizes that its employees are also family members and citizens; to that end the school provides time away from work to honor the following responsibilities and duties as they occur. The following are the time-off policies that apply to all NMH employees. Please consult faculty and staff portions of the handbook for leave policies specific to those two groups.

### **Small Necessities Leave**

Occasionally, family needs may require an employee to take time away from work for appointments and meetings. The Small Necessities Leave Act (SNLA) allows employees time off from work to meet these obligations.

In keeping with Massachusetts state law, the Small Necessities Leave policy allows eligible employees to take up to 24 hours of leave each fiscal year to meet family obligations. Leave under SNLA may be paid, unpaid, or a combination of paid and unpaid leaves.

Eligible employees may take SNLA leave for the following reasons:

- to participate in school activities directly related to the educational advancement of a child of the employee, such as parent-teacher conferences, athletic events, or plays,
- to accompany the child of the employee to routine medical or dental appointments, or
- to accompany an elderly relative to routine medical appointments or for other professional services related to the elder's care.
- To use time under SNLA, an employee needs to submit a request for leave to their supervisor at least seven days prior to the date of the leave. If the requested leave is not foreseeable, a request form should be submitted as soon as possible. SNLA time used is tracked and reported as sick/personal time.

All employees with 12 months of service and 1,250 or more hours worked in the previous 12 months are eligible for leave under this policy.

### **Bereavement Leave**

In the event of a death in the employee's immediate family (spouse, parent, child, grandparent, grandchild, sibling, mother- or father-in-law, stepparent, stepchild) or that of others residing in the employee's household, the employee may be granted up to three days paid leave.

Bereavement leave may not be combined with any other compensation received from the school. Other paid-leave time off may be used if the employee requires additional time off for family reasons, to settle an estate, or to attend the funeral of someone other than those listed above.

### **Jury Duty**

The school recognizes the civic responsibility of jury service by granting time off as necessary for jury duty. Anyone called for jury duty will be excused from work for up to three days without loss of salary or benefits. It is required that the employee will return to work on the first day it is reasonable to do so once jury service has ended.

An employee called to serve on jury duty should notify the appropriate supervisor as soon as possible. The school compensates employees at their regular rate of pay up to three days or as long as legally required of a jury service. Employees need to submit their certificates of jury duty attendance to the human resources office within two weeks of the date(s) of service.

### **Military Leave**

It is the school's policy to recognize the responsibility of military service by permitting up to 17 days off work for an employee to fulfill military obligations.

The employee will be paid the difference, if any, between their military pay (plus allowances) and their regular compensation at the school. Time off for training or active duty will not be charged against the employee's vacation time.

Employee benefits continue during military leave of less than 17 days. Any employee called to active duty for more than 17 days during a national, state, or local emergency by their National Guard or a Reserve unit will be granted a leave of absence without pay under the provisions of the school's Voluntary Leaves of Absence policy. Benefits may change during active duty in time of war. Please see policies for details.

Reinstatement at NMH will be in accordance with applicable federal and state statutes. Employees will be reinstated to their former positions or comparable ones

if applications are made within the time limits prescribed by law. Eligible employees will retain entitlement to all benefits applicable prior to their leave.

Arrangements for short-term military leave are to be made in advance with the employee's appropriate supervisor. The employee must notify the office of human resources of any military leave arrangements made to ensure proper processing of pay and benefits.

Upon returning to work from a duty tour or training duty, the employee is required to provide the payroll office with a statement from the military unit's commanding or finance officer indicating the amount of military pay received so any adjustment in earnings can be arranged.

### **Domestic Violence Leave Policy**

Northfield Mount Hermon is committed to health and safety of our employees and their families. Should you or your family member be a victim of domestic violence or abusive behavior, you are encouraged to communicate with human resources about the situation. An employee may take up to a maximum of 15 days of time off in a 12 month period, if either the employee or their family member as described below is:

- the victim of abusive behavior (such as domestic violence, stalking, sexual assault, or kidnapping);
- seeking medical attention, counseling, legal or other victim services directly related to the abusive behavior against the employee or family member of the employee.

For purposes of this policy, a family member includes not only legally married spouses but also:

- Persons "in a substantive dating or engagement relationship" AND who reside together;
- Persons having a child in common regardless of whether they have ever married or resided together;
- A parent, stepparent, child, stepchild, sibling, grandparent or grandchild; or
- Persons in a guardianship relationship.

Employees must exhaust vacation, sick/personal time before time off under this policy is provided on an unpaid basis. Paid leave may run concurrently with the time available under this policy.

We request that you provide advance notice of this leave, unless there is an imminent danger to your immediate health and safety (in which case - we must receive notification within 3 workdays that the leave was taken or is being taken for reasons covered by this policy).

In the event that you take this leave, please provide documentation evidencing that you or your family member has been a victim of domestic violence or abusive behavior within 15 days of the leave request. Such forms of documentation may include:

- A court issued protective order
- An official document from a court, provider or public agency
- A police report or statement of a victim or witness provided to the police
- Documentation attesting to perpetrator's guilt
- Medical documentation of treatment for the abusive behavior
- A sworn statement, from the employee attesting to being a victim of abusive behavior

The time off available under this policy is not available to an employee if they are in fact the perpetrator of the abusive behavior against their family member.

## Voluntary Unpaid Leave

While the school expects that employees will plan normal personal business obligations to avoid conflict with work schedules, we recognize that from time to time extraordinary or unavoidable individual circumstances (aside from leave covered under any other policy in this handbook) may arise that may require an employee to take time off from work. In such cases, an employee may request a voluntary, unpaid leave of absence.

Eligible employees may request up to four weeks of voluntary, unpaid leave after all other available paid time off has been expended. All voluntary leaves of absence are unpaid. The employee seeking to take a voluntary unpaid leave must submit a written request specifying the reason for the request and the anticipated duration and dates of the leave to their supervisor.

Each request for leave will be handled on an individual basis. Approvals will be granted in writing and are extended to the employee at the school's discretion, after consideration of the individual circumstances and the staffing needs of the school.

Leave approvals will include a statement of leave duration and are granted with the mutual expectation that the employee will return to the same or a comparable position if it is available. If the employee does not return to work at the expiration of a voluntary unpaid leave, they will be considered to have voluntarily resigned.

While on a voluntary leave of absence, all benefits (except length of service) are suspended during the period of absence. The employee may continue to participate in the school's health insurance plan, remitting full premium to the school on a monthly basis. Performance review and any merit or other pay increases will be deferred until the employee's return.

### Eligibility

Voluntary leave is available to full-time employees who have worked at least 1,250 hours during the previous 12 months.

## Holidays and Vacations

### Holidays

The school observes designated holidays by providing all benefited non-contract employees with time off from scheduled work. The school observes the following holidays:

New Year's Day	Labor Day
Martin Luther King Day	Columbus Day
Presidents Day	Veterans Day
Memorial Day	Thanksgiving Day
Independence Day	Christmas Day

**Floating Holiday.** In addition to the above, eligible employees hired prior to January 1 of a fiscal year are eligible for an eleventh holiday designated as a "floating" holiday.

Non-exempt employees scheduled to work a holiday may receive pay for the holiday worked or, with supervisory approval of the exchange day off—which is to be taken as close as possible to the date of the holiday worked. Employees should request approval from the appropriate supervisor at least a week in advance of a worked holiday and alternate day off or a requested floating holiday.

For purposes of calculating overtime, holiday hours worked are included in the first 40 hours. An employee is eligible for holiday pay for any holiday that falls during a vacation period or

school paid leave. Holiday pay, or an alternate day off, is not granted to an employee for any holiday that falls during a time (such as school break) when the employee is not scheduled to work.

For any leave in which the school makes up the difference between an employee’s regular salary and compensation from other sources (such as military duty), the school does not provide holiday pay, nor may another day be substituted.

**Note:** Unused holiday time does not accumulate or carry forward to the next year nor may it be used to extend vacation paid time off.

Eligibility

Benefited, non-contract employees are granted paid holidays. Partial or academic year non-contract employees are eligible for holidays that fall during their scheduled work time.

**Vacation**

NMH believes that time away from work for rest, relaxation and personal activities is important and helps employees sustain engagement with their work. NMH provides non-contract employees with paid time off for vacation according to the following:

**Accruing Vacation Time.** An employee begins to accrue vacation with their first day of work. Employees may begin to use their vacation upon the successful conclusion of their introductory period. Vacation is credited to an employee’s vacation account each pay period. Vacation time does not accrue during any unpaid leave. Employees who have worked less than their regular schedule in a pay period will accrue a portion of their vacation time based on their hours worked that pay period.

**Vacation Allowance.** Employees accrue vacation according to the following schedule:

	<b>Years of Service</b>	<b>Regular Full-time Work Schedule</b>	<b>Vacation hours accrued per Pay Period</b>	<b>Vacation Hours Accrued Per Year</b>	<b>Maximum Vacation Hours Accrual Allowed</b>
<b>Non-Exempt Employees</b>	<b>0-5</b>	37.5	2.89	75	112.5
		40	3.08	80	120
<b>Non-Exempt Employees</b>	<b>5-10</b>	37.5	4.33	112.5	168.75
		40	4.62	120	180
<b>Non-Exempt Employees</b>	<b>10+</b>	37.5	5.78	150	225
		40	6.16	160	240
<b>Exempt</b>	<b>At hire</b>		5.78	150	225

**Nonexempt Employees.** The vacation allowance for a non-exempt employee is determined by the employee's completed years of service. The increase in the employee's accrual rate begins on the anniversary date following the completed fifth and tenth year. An employee, for example, who has completed five years of service, will start accruing vacation at a higher rate at the beginning of their sixth year of service.

**Exempt Employees.** The vacation allowance for exempt employees is twenty (20) days per anniversary year.

**Senior Staff:** Employees designated as senior staff do not accrue vacation. They may take time away from as work and responsibilities allow.

**\*Positions Less than Full-Time or Less than Full-Year.** Employees who work less than a regular schedule accrue vacation in proportion to the percent of a full-time schedule worked by the employee.

**Using Vacation.** Vacation is scheduled time off from work. Employees may, upon the successful completion of their introductory period and with supervisory approval, use any accrued vacation available to them. In addition to their accrued vacation time, employees may borrow vacation time equal to ½ of their annual accrual with supervisor approval. Employees should schedule vacation time, with the approval of their immediate supervisors, as far in advance as possible.

**Maximum Vacation Accrual Allowed.** Employees may only bank vacation up to the maximum vacation accrual allowed as outlined in the chart above.

*Note:*

- When an employee's vacation balance reaches the maximum allowed vacation accrual: previously accrued and banked vacation is forfeited at the same rate as the employee continues to accrue vacation.
- When an employee's vacation balance drops below the maximum allowed vacation accrual: banked vacation is no longer forfeited and newly accrued vacation is credited to the employee's vacation account up to the maximum accrual amount.

**Leaving School Employment.** Employees will be paid for their unused vacation balance upon termination. If vacation has been taken in advance of it being accrued, the advance amount will be deducted from the employee's final paycheck. Employees may not use available vacation time to extend their employment. Since senior staff do not accrue vacation, they will not be paid for unused leave upon termination.

## **Group Insurance Programs**

The school provides an array of group insurance programs. Plan availability may vary. Summary plan information is available below; detailed plan documentation is available from the human resources office. Benefits under each of the school's group insurance plans are defined and controlled by plan documents.

*Note:* It is important to keep the office of human resources informed of all changes in circumstances relevant to insurance coverage in order to ensure that one receives appropriate benefit coverage.

### **Health Insurance**

The school provides eligible employees access to group health insurance. Health insurance coverage is effective the first day of the month following the date of hire. The school currently pays a portion of premiums for medical insurance. The employee's premium portion is paid through payroll deduction, which is deducted on a pretax basis. The school also offers a voluntary dental and vision plan that is available to employees at group rates. Contact the human resources office for details on the current health insurance plans..

### **Health Insurance Continuation**

If health insurance coverage is lost because of a reduction in hours, termination of employment, or in other instances in which coverage under the school's plan would otherwise end, employees and their families who wish to continue their insurance coverage as part of the school's group may do so under the Consolidated Omnibus Budget Reconciliation Act (COBRA) through the continuation of coverage provisions of the act. Details of the health insurance plan and COBRA guidelines are available from the human resources office.

An employee or their dependents electing to continue coverage under COBRA should enroll through the school's third party administrator. The employee will receive specific information from the third party administrator on provisions of the continuation of benefits regulation and payment of the monthly premium.

### **Long-Term Disability Insurance**

Long Term Disability (LTD) insurance covers employees who become disabled as a result of illness or disability and are unable to work beyond leave covered under the school's illness or disability leave policy, or six months. Long-term disability insurance pays eligible employees salary continuation at 60% of salary until an employee's ability to return to work or normal retirement age as defined by Social Security. A monthly maximum payment may apply.

Should a period of illness or disability extend beyond 90 days, employees with physician documentation of need may be eligible to submit an application to the school's long-term disability insurance provider.

The disability insurance carrier determines benefit eligibility in each instance and not the school. Please refer to the current plan booklet for specific details on plan coverages.

With physician documentation of need and insurer approval, long-term disability insurance may be used on a full- or part-time basis, up to the maximum time available to the employee.

#### Eligibility

All full- and part-time benefit eligible employees in regular positions who have completed their introductory period are eligible to participate in the school's long-term disability insurance program.

### **Life Insurance**

Northfield Mount Hermon purchases group term life insurance for eligible employees. The insurance coverage is currently provided at no cost to an employee and is equal to one's annual salary, rounded up to the next \$1,000. At age 70, the amount of insurance reduces to 50%. An employee may also purchase an additional amount of optional life, spousal and dependent coverage at competitive premium rates.

Coverage begins upon completion of an employee's introductory period and ceases on the last day of the month employment ends

Please see the office of human resources for a detailed description of the available life insurance plan, applications, and premium rates.

#### Eligibility

Full- and part-time benefit eligible employees in regular positions who have completed their introductory period are eligible to participate in the school's life insurance program.

### **Legislated Insurance Coverage**

The school makes contributions at prescribed rates to government-mandated insurance programs. Mandated insurance programs include Social Security and Worker's Compensation.

#### **Social Security**

Social security is a federally mandated, contributory income-maintenance program that provides ongoing income to covered individuals in the event of permanent disability or retirement. The school makes a contribution to the social security trust fund equal to the social security deduction in the employee's paycheck. Benefits are paid to covered individuals according to federally set guidelines.

#### **Workers' Compensation**

Employees are covered under the Massachusetts Workers' Compensation Insurance Law when an injury or illness is determined to be job-related. Workers' Compensation Insurance coverage begins on the first day of work for all employees. Workers' Compensation may pay medical expenses incurred and may provide partial income replacement.

When an employee is absent from work with a doctor's authorization due to an injury or illness that has been determined to be work-related, the school may continue to pay full compensation for up to the first five days one is out. An absence resulting from a work-related injury or illness that extends beyond five days will be compensated by Workers' Compensation insurance. If an employee is retroactively compensated from the first day of absence by Workers' Compensation insurance payments, the employee is responsible for reimbursing the school for the first five days of pay received from the school.

The office of human resources must certify any employee's time away from work due to accident or injury. Workers' Compensation leave may run concurrently with Family and Medical Leave. (See Family and Medical Leave policy.)

Before an employee may return to work, their medical condition must be evaluated and the treating physician must submit written authorization to the supervisor and the office of human resources. NMH reserves the right to require an independent medical exam.

*Accident Reporting.* One must report immediately all accidents or job-related injuries, no

matter how minor, to one's supervisor to ensure access to appropriate benefits and proper handling of claims. A completed accident report must be submitted to the human resources office within 24 hours of a work-related accident.

*Non Emergencies.* If an employee sustains an injury or illness on the job between the hours of 8 am and 4 pm, they must contact the designated occupational medical services provider immediately. If in doubt as to the appropriate action or contact, the employee should contact the human resources office at extension 3229 for a referral.

If the injury occurs outside of office hours, but while one is at work, they must notify the office of human resources as soon as possible. Employees should be familiar with current accident-reporting procedures and telephone numbers, as they may change from time to time.

*Emergencies.* In the event of an emergency, call 8-911 and then contact security by calling \*3400 (from a school extension), or 498-3400 from a private phone. If necessary, an ambulance will be dispatched to the scene.

### **Unemployment Compensation**

NNH employees are covered by the provisions of the Massachusetts Employment and Training Act (commonly referred to as unemployment compensation) and are therefore entitled when eligible to all applicable benefits under the act. The Division of Employment Assistance sets eligibility criteria and determines an individual employee's eligibility for benefits.

### **Other benefits**

#### **Retirement Savings and Investment Plan**

The school has established a retirement savings and investment plan. The plan is intended to supplement an employee's Social Security benefits and provide added income security upon retirement. The plan includes both an automatic and an employee-matching component.

*Employer Contributions.* NMH makes an automatic contribution for each eligible employee into an account in the employee's name regardless of whether the employee decides to contribute to the plan. The automatic contribution amount may vary but is currently equal to five percent of all employee eligible earnings.

*Match.* An employee may elect to participate in the school's matching contribution program. The school match may vary but currently matches 100 percent of the employee's equivalent contribution up to the first three percent.

*Employee Contribution.* Employees hired on July 1, 2019 or later may be automatically enrolled in the retirement plan no sooner than 35 days after their date of hire. Employees may change their contributions at any time or opt out if they choose through the school's online system with the retirement provider. Contributions to the plan may be made on a pretax basis or after tax to a Roth option. Withholding limits are established by the Internal Revenue Service and may vary. The human resources office has current information on deferral limits.

Payroll deductions begin as soon as administratively feasible following submission of any change in retirement contribution.

*Vesting.* After three years of eligible employment with the school, an employee is 100 percent vested in the value of the school's contributions and investment earnings on those contributions.

Employees are immediately vested in the value of their own contributions and have full rights to all savings and any investment earnings.

*Investment Options.* The school has identified a range of investment options for both employer and employee contributions. Employees may allocate retirement contributions to any of the investment options offered by the school and may change the allocation of their funds at their discretion. NMH may periodically change the plan's investment options.

*Note:* school contributions will be made to the established default fund until the employee completes the enrollment process through the vendor.

*Pay-out of the Account.* When an employee leaves NMH, they may choose distribution of the account in one or more of the following ways:

- as a lump sum,
- in installments,
- into a rollover account,
- as an annuity upon retirement, disability, or death, or
- as provided by other legal or tax statutes, in which case the benefit is paid to a named beneficiary.

An employee may withdraw the value of one's own plan contributions, subject to restrictions imposed by the investment funds selected and IRS rules.

Specific information regarding the retirement savings and investment plan may be obtained from the plan document and from information on the various investment options available in the human resources office.

*Loans.* Active participants may borrow up to 50% of their vested individual retirement account fund balance, but no more than the total of their own vested contribution accounts and/or \$50,000, whichever is less.

Administrative loan procedures are established by the lending entity and the school and may vary from time to time. Loan guidelines and procedures are available from the originating entity or the office of human resources.

Depending on the loan originator, payments may be made through payroll deduction or billed directly to the participant on a periodic basis.

Loan requests should be submitted to the plan administrator on the lender-prescribed form available from the lender. Other restrictions, including administration and termination of the loans, may apply at the discretion of the plan administrator, the Internal Revenue Service, or the loan originator.

### Eligibility

All full- and part-time employees, who are scheduled to work 1,000 hours, are eligible to participate in the school's retirement plan. Temporary employees who have worked 1,000 hours in the previous calendar year are eligible to contribute to the retirement plan the following calendar year during their employment at NMH.

Full- and part-time employees in temporary positions that renew for two consecutive years may be eligible to participate in the school's retirement program after their second year of service.

## **Tuition Reimbursement**

Northfield Mount Hermon encourages all employees to increase their skills, competence, or job effectiveness through training and education. The school reimburses different amounts for the following training and coursework.

*Job-required Training or Professional Development.* Individual departments will pay the cost of any special training, course, or seminar the school requires of an employee. Training resources are available on a department basis and are subject to supervisory approval and funds availability.

*Credit Courses.* Full-time employees who have completed at least six months of service at the school prior to enrolling in a class are eligible. Temporary and part-time employees are not eligible. The school will reimburse the tuition cost of a supervisor-approved, work-related course of study upon completion as follows: 75 percent of the cost of undergraduate tuition and 100% for graduate studies up to \$2,500 per school year, for successfully completed coursework. The school's reimbursement does not include books, lab fees, or other fees. The requisite tuition application and reimbursement approval form are available from human resources. Upon the successful (a grade of C or better) completion of coursework, the employee submits documentation of tuition payments to human resources to receive reimbursement.

## **Employee Assistance Program**

Northfield Mount Hermon offers an Employee Assistance Program (EAP). The school provides the EAP as a confidential counseling service for a variety of issues such as emotional, marital, financial, legal, and substance abuse problems. Additional employee assistance offerings may also be available through other school insurance plans. Information on additional services is available in the Human Resources Office.

The employee assistance programs are designed to facilitate anonymous referrals, which may include self-referrals, supervisory referrals, and medical referrals. The school contracts with a third-party provider for these services and covers the cost of the employee's first three visits under the counseling program. Immediate family members of the employee who voluntarily elect to use the program as a means of resolving a personal problem may do so as well.

Employee participation in the program is voluntary unless recommended as recourse when a situation has jeopardized an individual's continued employment; in this instance the school covers the cost of services.

## **Expectations for Staff**

### **Work and Attendance Schedules**

The operation of the school requires a variety of different annual and weekly work schedules based on the needs of each office or department. Work schedules are determined by work requirements and are defined by the supervisor, based on the operating needs of the school and the department. Reliable attendance and punctuality are essential elements of effective job

performance; unscheduled absences and lateness have a disruptive effect on the school's operations.

All staff are required to meet the needs and expectations of their jobs and offices as defined by their supervisors, their schedules, and their work requirements

**Exempt Staff.** Administrative offices of the school generally conduct business between 8:30 AM and 5 PM, Monday through Friday, during the academic year.

**Nonexempt Staff.** Nonexempt work schedules are at least 37.5 hours and up to 40 hours per week, as their work requires and as established by their supervisors. Nonexempt staff may also be scheduled for different work shifts.

Because federal and state regulations require accurate recording and record keeping of all paid hours, employees are required to track their hours worked and leave time used by following established school procedures. Falsification of time records or cases of unsatisfactory attendance or punctuality may result in disciplinary action, up to and including dismissal.

An employee who is unable to report for work or who will be delayed should notify the designated supervisor well in advance of regularly scheduled starting time or, in an emergency situation, as soon as is possible. Failure to appropriately notify the employee's supervisor of an unanticipated or planned late arrival may lead to disciplinary action.

**Lunch and Rest Breaks.** Nonexempt employees are extended a daily, unpaid lunch period of at least one half-hour. Meal schedules are set by the department head to accommodate the needs of the office, but a meal break must be provided to any employee after six hours of work. Exempt employee lunch breaks should be scheduled so as to minimize workplace disruption.

To the extent practicable, it is the general practice of the school to provide nonexempt employees with two 15-minute rest or break periods in the course of a workday, scheduled as work conditions warrant and at the discretion of the supervisor. Rest periods are non-accumulating, paid time.

Employees, while at work, may eat in the school dining halls free of charge when the dining hall is in operation.

## **Additional Time Worked**

**Extra Hours.** The demands of the academic year, emergencies, or other situations that may arise in a residential community may require unusual work commitments beyond the normally established schedule.

All employees are hired with the understanding that there may be occasions that require overtime or emergency call-in work. Every effort will be made to provide an employee with reasonable notice of overtime requirements. All overtime work must be established or approved by an employee's supervisor.

*Note:* For purposes of overtime, all required work for the school, school-paid holidays, and compelled or required time away (such as jury duty), will count as time worked when computing overtime. Vacation and sick/personal time do not count towards time worked for purposes of overtime.

**Nonexempt Employees.** On those occasions when work must be scheduled to meet the needs of the school and its students, families, or alumni, and overtime work is required, nonexempt

employees will receive one and one-half times their regular hourly pay rate for all time worked over 40 hours per week.

Employees are required to perform work as required or scheduled. Scheduled overtime is considered a mandatory work requirement.

**Call-ins.** In certain situations, employees may be called in to work outside their regular schedule for an unanticipated reason. Nonexempt employees shall be compensated for call-ins at time-and-a-half for a minimum of three hours; only actual hours worked will count toward an employee's 40 hours for the week. If call-in hours are overtime, they will be paid at double time.

**Exempt Staff.** Exempt staff does not receive overtime, although the school reserves the right to recognize or reward extraordinary work on the part of exempt employees.

## **Flexible Work Arrangements**

Recognizing the variety of school jobs and the many demands on school employees, a flexible work schedule ("flextime") option may be made available to some employees.

Remote-site work arrangements may also be established at the discretion of the school and supervisor for certain positions in which the nature of the work allows for off-campus work arrangements.

**Flexible Schedules.** Flexible work schedule guidelines are designed to maintain adequate services and office coverage. Flexible schedules are at the discretion of the supervisor within the following guidelines:

- All nonexempt employees must maintain their normal number of hours worked in a day.
- Operations staff may begin the work day as required by the department and specific shift schedule.
- All nonexempt employees should maintain a minimum of one-half hour and a maximum of one hour for lunch daily.
- Offices should remain open and covered by operations staff as department requires.

Due to the nature of work requirements and size of the staff in some departments, flextime may not be available to any or all staff members.

**Remote-Site Work Arrangements.** All remote site work arrangements are established at the discretion of the supervisor and must be outlined in an agreement between the employee, the supervising department head, and human resources specifying the terms and general work conditions and requirements of the off-site work arrangement.

Final approval of both flexible schedules and remote-site work arrangements is at the discretion of each department head and chief operating officer..

The employee participating in a flexible work schedule arrangement or remote-site work agreement must agree to abide by all stated policies and requirements of the policy.

Flexible and/or remote site work arrangements may be modified, amended or terminated at any time by the School.

# Performance and Pay

## Salary Administration

The school's job and pay structure defines work and classifies jobs according to the nature and level of work performed. A salary range for each position reflects the appropriate labor market, work and skill requirements, and the school's overall financial requirements. Employee salary growth is governed by the school's financial position, competitive needs, changing work requirements or skills, and employee performance.

*Job Classification.* Jobs are classified by reviewing the information such as the following for positions:

- current job description
- supporting information from employee's supervisor and department head
- level of required skill/competence
- education or equivalent prior experience required
- level of autonomy regularly expected
- creativity and/or independence of judgment and action
- latitude for unreviewed action
- routine vs. complex nature of tasks/functions
- level of direction received
- diversity of responsibilities vs. single function
- impact on the entire department or school
- consequences of error

*Note:* Supervisors are responsible for presenting any new or substantially changed job responsibilities to the human resources office.

*Job Description.* Jobs at the school have a formal description on file with the office of human resources. Current and accurate job descriptions and specifications provide useful information for the hiring of new employees, for potential transfers or promotions, and for determining the appropriate pay for the position.

Employees need to make supervisors aware of changes in job requirements and responsibilities so job descriptions appropriately reflect the nature of work being carried out.

*Salary Increases.* Pay increases may be given based on a combination of the following:

- school-wide salary budget increase
- current employee salary level
- promotion or transfer
- pay equity adjustments (Massachusetts Equal Pay Law 2018)

The employee's supervisor and department manager recommend appropriate salary increases for their staff. Increase recommendations are reviewed by senior staff and the office of human resources prior to processing and approval.

## Performance

To encourage a culture of excellence and accountability and to promote effective job performance, NMH supervisors may implement an employee performance review process which

may include periodic review of individual job performance, the individual skills and competencies required for their work, and the degree to which the employee has met the school's expectations for acceptable workplace conduct. Employees are required to meet all performance and conduct expectations and standards of the school. The employee should make sure performance expectations are clearly understood and seek clarification if they are not.

*Introductory Period.* The initial weeks of a new job are a period of learning and adjustment. The school provides for an introductory period, generally three months, for all employees new to the school or a position. During the introductory period, the new employee may receive periodic feedback and coaching to promote effective job performance.

The school may conduct a review of an employee's performance during or at the conclusion of their introductory period. The employee's execution of job responsibilities, the degree of skill and competency demonstrated to effectively perform the work, and the degree to which the employee has met the school's workplace expectations all may be evaluated to ensure the employee's transition to and suitability for the job; the outcome may determine future employment.

*Periodic Review.* Staff participate in periodic review of their work performance. This assessment may provide the basis for any pay increases or developmental plans to improve performance.

The review process may include a variety of approaches to assess satisfactory performance:

- supervisory verbal or written review
- a self-review in which individual employees assess their own performance

The performance evaluation process includes an ongoing review of job expectations and descriptions to keep job documentation current. The supervisor incorporates all performance assessment documentation into an overall employee review conversation; the outcome of the review may affect future employment.

*Performance and Conduct That Does Not Meet Standards and Expectations.* Unsatisfactory employee performance or conduct, or performance or conduct that needs improvement, may result in a written development plan that may include clarification of expectations and required improvements and outcomes, timelines for any specified outcomes, discipline, or termination, immediate or otherwise.

*Unacceptable performance.* Employee performance or conduct that is unacceptable may result in a performance improvement plan that will determine future employment.

The supervisor, senior staff, or others as appropriate, may address immediately unsatisfactory performance or conduct. NMH does not guarantee a progressive discipline process. Response to unsatisfactory performance or conduct may include feedback to the employee on specific concerns, clarification of expectations and required improvements and outcomes, solicited feedback, timelines for any specified outcomes, or termination, immediate or otherwise.

*Discipline.* Unacceptable performance, misconduct or certain behaviors, depending on the severity or frequency of the specific situation, may result in disciplinary action, which may include corrective action, verbal warnings, written warnings, suspension, or termination, immediate or otherwise.

Staff engaged in discipline may bring to meetings with their supervisors an individual for support.

## **Dispute Resolution**

Employees are encouraged to resolve any work-related concerns they might have. Often the best way to handle a problem is for the employee to raise the concern with their direct supervisor. If the matter is not satisfactorily resolved at this level, the employee may make an informal appeal to a higher supervisor, senior staff member, or the director of human resources.

The dispute resolution process does not alter the terms and conditions of employment with the school, but rather provides a mechanism for the employee to seek a review of a situation based on an impartial consideration of an issue.

**Process.** The dispute resolution process for staff provides a procedure for resolving workplace and employment-related process concerns when those issues have not been satisfactorily resolved elsewhere, including through normal supervisory processes and relationships.

Matters appropriate for consideration are applications of employment policies or procedures that are perceived as unfair. The purview of the dispute resolution process in this regard is limited to procedural infractions, and specifically excludes judgment on the merits of any decision.

Matters excluded from consideration include grievances related to misconduct, termination, discrimination and sexual harassment or sexual misconduct; such matters place specific obligations on the institution based on federal and state laws.

**Initial Step: Open Door.** An employee may bring work-related process concerns to the attention of their supervisor before proceeding further. If the issue is not resolved through discussion with the employee's supervisor, it may be brought to the attention of the office of human resources or the appropriate senior staff member.

**Facilitation.** The human resources office oversees the dispute resolution process. The human resources director and the appropriate senior staff member will review the dispute to determine if there is any additional input required from the involved parties or others that would facilitate problem resolution.

Each party in the dispute will have an opportunity to present their positions in person. The director of human resources reviews all information and any supporting documents and makes a recommendation to the appropriate supervisor or senior staff member.

Most proceedings and most documents prepared in connection with the dispute resolution process are confidential. Unless required by law, or as necessary in the interests of the school, no dispute resolution proceedings or documents shall be disclosed to any person other than to the participants in those proceedings.

## **Expectations for Faculty**

### **Workplace Practices**

Faculty are governed by the terms and conditions of their employment agreements and the demands of their work responsibilities. A normal workload for a faculty member combines teaching, athletic and other non-classroom programs, residential responsibilities, and any and all

related duties as assigned and commensurate with a full-time workload within a residential academic community.

**Teaching Faculty.** Teaching faculty have specific teaching duties and are required to attend all required school meetings and gatherings, from the first day of orientation through and including Commencement Exercises, or as established by their supervisor. Faculty are required to meet the needs and expectations of their positions as defined by their agreements, supervisors, and specific work requirements.

**Administrative Faculty.** Administrative faculty serve in specific administrative positions that support the educational program. Administrative faculty are required to meet the needs and expectations of their jobs and offices as defined by their agreements, supervisors, and specific work requirements.

Taking part in the many required meetings, celebrations, assemblies, and events during the year will keep faculty members aware of what is happening on campus and thus equip them to work more effectively with students; it also affirms the importance of these events in students' eyes. These required gatherings include orientation, Opening Convocation, all-school meetings, Baccalaureate, and Commencement Exercises.

## **Teaching Faculty Workload and Pay**

Northfield Mount Hermon seeks to attract and retain the best faculty possible. The school periodically reviews faculty workload and compensation to accomplish this goal.

The school's teaching faculty salary scale sets relative levels of pay based on a number of factors, including years of experience, the competitive salary market, and the school's overall financial requirements.

Teaching faculty workload is currently defined by a point system wherein each type of faculty responsibility has an assigned point value. Faculty members are notified annually of any changes in points or workload expectations. The school may periodically review and revise the full-time workload points expectations.

### **Workload Expectation**

Full-time members of the faculty are currently required to carry 57 to 64 workload points per year, which is usually 30 points per semester. A full-time teaching faculty member is generally required to teach at least one major course per semester, coach, serve as an advisor to students, assist with student activities (ASA duty), and carry out residential responsibilities that include full participation in the dorm duty rotation as well as general availability in the dorm for those who live in student dorms.

In addition to their classroom, athletic, and student life duties, faculty are required to participate fully in activities such as the co-curricular program, athletics, art, the work program, drama, music, and other advisory positions. Beyond these formal obligations, the school expects that faculty will be available to students and colleagues for the more unpredictable but necessary contacts that are an integral part of a 24-hour-a-day, seven-day-a-week boarding school program.

Each faculty member establishes annually, in conjunction with their department chair, the dean of faculty, and the dean of students, the specific duties and responsibilities that will constitute their workload and points total for that year. Faculty workloads may be individualized

to a certain degree in order for the school to use the strengths of individual faculty members as effectively as possible to meet its needs.

## **Administrative Faculty**

### **Job and Pay Administration**

The administrative faculty job and pay structure defines work and classifies jobs according to the nature and level of work performed. Normally, administrative faculty members advise, do residential duties, and teach or coach in the educational program. A salary range for each position reflects job content, the appropriate labor market, and the school's overall financial requirements. Administrative Faculty may also be paid according to the faculty salary scale and receive an administrative increment in addition to their base pay. Employee salary growth is governed by a number of factors, including competitive need and the school's financial position.

*Salary.* Some administrative faculty positions, such as deans' positions, are compensated according to the faculty salary scale plus an administrative increment. Other administrative faculty positions, such as admission officers, are compensated according to the nature and level of work performed, the appropriate labor market for the position and the school's overall financial requirements.

*Job Description.* Administrative faculty positions at the school are defined by job descriptions on file with the dean of faculty, their supervisor, and/or the human resources office. This helps to keep up-to-date job information available for the hiring of new employees, for potential transfers or promotions, and for jobs to be assigned to the proper level.

Faculty need to make supervisors aware of changes in job requirements and responsibilities so job descriptions appropriately reflect the nature of work being carried out.

*Salary Increases.* A change in job responsibilities, promotion, or transfer may result in a salary review at the time of the job change. Supervisors and the senior staff monitor administrative faculty salary levels for appropriateness.

## **Performance**

### **Faculty Supervision and Evaluation**

To encourage a culture of excellence and accountability and to promote effective job performance, the school maintains an employee evaluation process. Faculty supervision and evaluation are forms of professional development that allow teachers to see themselves as others see them and to become more expert as a result.

Supervision and evaluation take three forms:

- a. an introductory assessment after the first semester of work
- b. a formal evaluation on their third year of service
- c. a formal evaluation every five years

The faculty member and department chair will review work periodically to affirm the teacher's successes and set goals for future professional growth. The department chair will visit classes on a regular basis and provide teachers with feedback. In addition, teachers will elicit feedback from their classroom students each term. The goal of supervision and evaluation is to

help faculty members recognize their strengths and identify areas for growth so they can feel confident and effective as teachers, advisors, and coaches.

### **Teaching Faculty**

Faculty are required to meet all performance and conduct expectations and standards of the school. Faculty are responsible for remaining current in best teaching and curricular practices in their subject areas, and best practices in all aspects of a residential school, including student life. The outcome of all evaluations may determine future employment or the need for a formal performance review.

The evaluation process has three purposes:

- to affirm and encourage excellence in all areas of professional responsibility,
- to support teachers in their professional development, and
- to provide feedback in order to support teachers and improve their teaching skills.

All faculty participate in an ongoing evaluation process. The evaluation is prepared, conducted and supervised by the dean of faculty's office in collaboration with department chairs and other supervisors. These reviews are based on assessment as follows:

*Introductory period.* An assessment of a new faculty member's performance during or at the conclusion of an introductory three-month period. The initial weeks of a new job are a period of learning and adjustment. During the introductory period, the faculty member may receive periodic feedback and coaching to promote effective job performance.

The new faculty member's execution of job responsibilities, the degree of skill and competency demonstrated, and the degree to which the new faculty member has met the school's workplace expectations may all be evaluated to ensure the faculty member's transition to and suitability for the job.

*Third-Year Evaluation.* An evaluation during the third year of service includes a self-evaluation, feedback from the faculty member's department chair, colleagues, students, and administrators. The process involves classroom observations and written feedback. Questionnaires completed by class members, advisees, dorm staff, athletic team members, and students from the teacher's dorm may also be included and summarized for purposes of evaluation. (A full description of this process and the formal evaluation materials is available from the dean of faculty.)

Teachers have the opportunity to review and sign the report before it is filed. If the teacher wishes, they may respond in writing to any part of the report; this response is sent to the office of the dean of faculty.

*Ongoing Review.* Every five years, after the third-year evaluation, we will conduct a formal evaluation which takes place in the spring semester. This is a twofold process which purpose is to promote self reflection of teaching practices and to measure teacher's competence. The evaluation includes classroom observation by the dean of faculty or their designee, one's colleagues, the department chair, dorm staff, students and others as determined to be appropriate, in order to provide meaningful feedback on performance.

Department chairs may at any time visit each faculty member's classroom and provide the faculty member with written feedback following each visit. Every faculty member is also expected to observe a colleague's class and be observed by a colleague.

Each spring, department chairs may meet with their teachers to evaluate the year's work and to set professional goals for the next year. Periodically, each discipline establishes best practices for professional excellence; teachers should review these goals and use them to help make plans for professional development.

The dean of faculty, department chairs, dorm staff, and colleagues may observe teachers in their specific areas of responsibility, including major and cocurricular courses, coaching, rehearsals, gallery shows, or performances.

Teachers are encouraged to solicit student feedback at the end of each term.

*Formal Review.* Unacceptable performance or conduct that does not meet standards and expectations may result in a formal performance review of a faculty member's work at any time. The outcome of these reviews will determine future employment. Formal performance review is conducted when a teacher's performance or certain conduct does not meet standards and expectations. The head of school or their designee, the dean of faculty, or the appropriate supervisor may initiate and implement a formal assessment of performance. This review process may include feedback from students, peers, and others as appropriate at any time, and will determine future employment.

*Unsatisfactory performance or conduct.* The head of school or their designee, the dean of faculty, or appropriate supervisor may immediately address unsatisfactory performance or conduct. Response to unsatisfactory performance or conduct may include feedback to the employee on specific concerns; clarification of expectations and required improvements and outcomes; solicited feedback; timelines for any specified outcomes; nonrenewal of employment agreement; or termination, immediate or otherwise.

*Misconduct.* Misconduct or inappropriate behavior, depending on the severity or frequency of the specific situation, may result in disciplinary action that may include corrective action; nonrenewal of employment agreement; verbal warnings; written warnings; suspension; or termination, immediate or otherwise.

*Discipline.* Misconduct or certain behaviors, depending on the severity or frequency of the specific incident, may result in disciplinary action, up to and including nonrenewal of employment agreement or dismissal.

Faculty engaged in a formal performance review or discipline may bring to meetings with their department chair and/or the dean of faculty an individual for advice and support, though this person may not participate in the meetings.

### **Administrative Faculty**

The school conducts periodic reviews of individual job performance to evaluate the employee's execution of job responsibilities, the individual skills and competencies required for appropriate conduct of their work, and the degree to which the employee has met the school's workplace expectations.

Administrative faculty are required to meet all performance and conduct expectations and standards of the school. The faculty member should make sure their performance expectations are clearly understood and should seek clarification if they are not.

*Introductory Period.* The initial weeks of a new job are a period of learning and adjustment. The school provides for an introductory three month period for all administrative faculty new to the school or to a position. During the introductory period, the new faculty member may receive periodic feedback and coaching to promote effective job performance.

The school may conduct a review of an administrative faculty's performance during or at the conclusion of their introductory three month period. The administrative faculty's execution of job responsibilities, the degree of skill and competency demonstrated to effectively conduct the work, and the degree to which the employee has met the school's workplace expectations all may be evaluated to ensure the employee's transition to and suitability for the job; the outcome may determine future employment.

*Periodic Review.* Administrative Faculty supervisors may at any time assess employee performance. This review process may include a self-review in which individual employees assess their performance and may include student feedback component if appropriate to the position. These assessments may provide additional feedback for any developmental plans to improve performance.

The supervisor may incorporate the performance assessment documentation into the employee's overall review, the outcome of which may affect future employment.

*Unsatisfactory performance or conduct.* The Head of School or their designee, the dean of faculty, or the administrative faculty supervisor may address immediately unsatisfactory performance or conduct. Response to unsatisfactory performance or conduct may include feedback to the employee on specific concerns; clarification of expectations and required improvements and outcomes; solicited feedback; timelines for any specified outcomes; nonrenewal of contract; or termination, immediate or otherwise.

*Formal Review.* This is conducted when the administrative faculty member's performance or certain conduct may not meet standards and expectations. The Head of School or their designee, the dean of faculty, or the appropriate supervisor may implement a formal assessment of performance. This review is not part of the annual review process. The contract review may include feedback from students, peers, and others as appropriate at any time, and will determine future employment.

*Misconduct.* Misconduct or certain behaviors, depending on the severity or frequency of the specific situation, may result in disciplinary action that may include corrective action; nonrenewal of contract; verbal warnings; written warnings; suspension; or termination, immediate or otherwise.

Administrative faculty engaged in a formal contract review or discipline may bring to meetings with their supervisor and/or dean of faculty an individual for advice and support, though this person may not participate in the meetings.

## **Dispute Resolution**

Employees are encouraged to resolve any work-related concerns they might have. The best way to handle a problem is for the employee to raise the concern with their direct supervisor. If the matter is not satisfactorily resolved, the employee may make an appeal to a member of the senior staff, or the director of human resources.

## **Leave Time—School Breaks**

Northfield Mount Hermon believes that time away from work for rest, relaxation, and personal activities is important, and helps a person maintain the energy and enthusiasm required for work. Teaching/Administrative faculty are granted time off during scheduled school breaks with the exception of times and/or responsibilities that require their presence at the school. Employees must meet any school or supervisory requirements during break periods.

### Eligibility

Teaching/administrative faculty are eligible for paid time off during periods of school breaks in the course of the employment term, with exceptions as determined by the employee's supervisor or dean. Faculty breaks at the end of each term begin after the last official day of the term and after all grades, progress reports, and other commitments have been completed; return dates are prior to student return and are determined by the dean of faculty and the head of school. All faculty are required to attend professional development meetings when they are scheduled, usually before and after the start of the school year and on the day that students return from vacations. Faculty are expected to consult the dean of faculty and their department chairs about any exceptions to this policy.

## **Campus Expectations**

### **Motor Vehicle Policy**

The school provides vehicles for employees' use in the conduct of school business, including the transportation of students. Motor vehicle policies are established to ensure the safety of students, faculty, and staff as well as school property, and to assist in the implementation and monitoring of the school's risk-management program. Employees are expected to comply with these policies to ensure the safe and proper operation of all motor vehicles owned, leased, or rented by NMH.

**Assignment & General Use.** School vehicles are to be operated for NMH school business. These vehicles, although assigned to specific departments for their specific use and control, are part of the school's vehicle fleet and when not in use by the assigned individual or department, are available for general use. The department head may delegate the management of these vehicles to responsible qualified individuals.

Vehicles should be operated in accordance with common sense and the rules of the road. Drivers of school vehicles are responsible for any motor vehicle violations they incur. The school does not pay or reimburse for any operator citation incurred while using a school vehicle.

**Licensing Requirements.** School vehicles are to be operated only by properly licensed drivers. Authorization to drive a school vehicle is solely at the discretion of the school. Any driver the school has concerns about, regardless of driving history, may be denied the privilege of operating a school vehicle. NMH may review a driver's record at any time and revoke driving privileges with or without cause at the school's discretion.

**Department Of Transportation (DOT).** DOT licensing requirements cover all qualified drivers of any vehicles with a Gross Vehicle Weight rating of over 10,000 pounds. Drivers must comply with state and federal regulations.

**Student Transport.** All drivers must be approved by the school and comply with the school's policies and procedures. Drivers of the school's activity vehicles need to successfully complete the required driver safety training program and road test. Activity vehicle drivers must also pass a DOT medical exam. All drivers of student vans and passenger vehicles must comply with occupancy and operation guidelines set forth in the school's motor vehicle procedures guide.

**Vehicle Insurance Coverage.** The school provides appropriate insurance for vehicle operation, including liability insurance coverage, for employees legally operating a vehicle on school business.

If the employee operates their own vehicle on school business, the school's insurance picks up liability after their own personal auto insurance. (See the school's motor vehicle procedures guide.)

## **Campus Vehicle Use & Regulation**

All employees who use Northfield Mount Hermon roads and parking areas must recognize the problems of control and supervision of these areas. The competing needs of pedestrian traffic and parking space may conflict, and so vehicular rules and regulations are established to provide the maximum safety and benefit for all concerned. Everyone driving on campus is required to comply with these common use regulations.

**Registration.** Employees must register vehicles that will be driven or parked on campus. Employees receive a parking decal for each registered vehicle operated or housed at the school. This decal identifies the vehicle for safety officers as a school-registered vehicle.

**Parking.** Parking facilities are provided at several locations on campus and are available on a daily basis to park school-registered vehicles.

Parking is not allowed on any road or other area suitable for vehicular traffic unless designated as a parking area. Parking on the grass areas next to roads or buildings is not permitted.

The school cannot assume responsibility for any vehicle or its contents being driven or parked anywhere on school property.

**Speed.** The campus is home to students, families, and pets. Given this, the school has established 19 mph as the maximum acceptable campus speed. Observing safe speeds reduces the possibility of accidents to all who live and work at the school.

### **Anti-Smoking**

Smoking or the use of tobacco products in any form is prohibited at NMH. It is the policy of NMH that no employee, visitor, guest, independent worker or student may consume tobacco products within school buildings or facilities, on the school grounds, in school vehicles or any other vehicles used to transport students or at school sponsored events.

The school's policy is designed to eliminate our students' exposure to smoking, and to promote good health among our employees. Consistent with this policy, there are **no** designated outdoor or indoor smoking areas on school grounds.

Tobacco products include any product containing, made, or derived from nicotine and designed to be consumed, by, among other methods, smoking or chewing or that is ingested by any other means, including, but not limited to, cigarettes, chewing tobacco, electronic cigarettes, electronic pipes, electronic delivery systems or any other similar products that rely on vaporization or aerosolization.

Employees who violate this policy will be subject to discipline, up to and including termination.

Students who violate this policy will be subject to discipline pursuant to the Student Handbook.

Visitors, guests and independent workers who violate this policy may be subject to a no trespass notice from the administration.

### **Pets**

The school campus is home to students, faculty, and staff. To ensure the general welfare of the campus, owners of pets must take responsibility for the control and behaviors of their animals.

Owners of pets must manage them so they do not create a nuisance on campus. Dogs must be licensed by the town and according to local community dog laws, which are enforced on campus. This includes the leash law that requires dogs to be leashed at all times. **Campus residents must also register their animals with the campus safety office.**

The school will follow all local bylaws in the treatment and management of animals. Safety personnel and town dog officers will enforce local ordinances and pick up loose dogs when they are reported or encountered on campus.

Employees who do not restrain their animals will be required to take steps to control them, up to and including their removal from campus. Local communities and Plant Facilities assess fees for these pickups (fee schedules are available from Plant Facilities).

Employees living in school housing must ensure that their animals do not damage property. Pets are not allowed in school buildings other than the employee's place of residence. Employees must clean up after their animals, when walking their dogs or other pets. Dog runs should not be

in the path of school mowers, and any chains used to restrain dogs must be removed so mowers can safely do their work.

NMH allows employees to keep pets in school housing, but employees are responsible for damage or injury caused by their animals. Should there be evidence of pet damage when an employee leaves a housing unit, they will be expected to cover the costs of repairs.

“Pets” do not include large domesticated animals such as sheep, cows, chickens, and horses. Faculty members must secure permission from the director of the physical plant in order to have such animals in their care. They may not be housed in garages, apartments, or school-owned houses.

## **Travel Policy**

The NMH travel policy provides for necessary and reasonable travel expenses incurred by NMH employees for authorized business travel. Personal travel associated with business travel may not be reimbursable.

NMH will reimburse travel expenses in accordance with IRS regulations and the NMH Travel Policy (available in the business office).

## **Leaving the School**

There are several ways in which the employment relationship with the school may be ended. The school sets forth the following to ensure that all separation from employment is accomplished appropriately.

### **Resignation**

Faculty are employed under the terms and conditions of their employment agreement for the duration specified and may not voluntarily leave their employment until the termination of the employment term. The dean of the faculty and the head of school may grant exceptions to this policy. Faculty breaking their employment agreement without this approval may be required to repay any unearned monies to the school.

All other employees are employees at will and as such may resign employment at any time. The school reserves the right to terminate the employment relationship at any time with or without notice.

Employees are requested to provide written notification to the school of their resignation. To aid in the efficiency of smooth operations at the school, the school requests non-exempt employees give at least 2 weeks notice. Exempt employees leaving the school should give 1 month notice.

Faculty are requested to give as much advance notice as possible to ensure appropriate coverage. Faculty who return a signed employment agreement commit for a subsequent year and leave over the summer may owe NMH the pay they have received in advance of their fall work.

The separating individual may elect to continue insurance by completing the appropriate enrollment forms and paying the designated premium costs. Employees will be asked to sign a release authorizing the school to give out information for reference checks from potential future employers.

Employees must return any school property including computers, keys, credit cards, etc., when leaving the school.

## **Reductions in Staffing Levels**

When circumstances such as a reorganization, financial considerations, or other operational necessities require a reduction in staff within an office or department, the school will make a reasonable effort to transfer that individual to another position at the school if there is an opening for which the employee is qualified.

## **Reemployment**

The school will consider for reemployment former employees who left the school in good standing through voluntary resignation or due to a reduction in force. An employee applying for reemployment must participate in pre-employment activities as requested, including interviews.

An employee who has been away from the school for a period longer than six months or an employee who has voluntarily resigned must meet the eligibility requirements of a new employee to receive most school benefits. Any previously forfeited school retirement contributions are reinstated if an employee is reemployed within five years.

An employee who has been laid off, but is recalled within six months, will be given credit for past service and will be entitled to all school benefits without satisfying the eligibility requirements of a new employee.

## **Involuntary Separation**

Faculty may be terminated for breach of agreement, failure to perform, misconduct, or other cause. All other employees are at will and may be terminated with or without cause, at any time with or without notice.

## **Last Day Worked**

The last day at work in a position is considered to be the termination date of employment. Employees are paid to date and will receive payment of unused accrued time in accordance with policy. All amounts due the school will be deducted from the last paycheck.

## **Appendix A – NMH Faculty Protocols and Practices**

### **Professional Development**

NMH encourages and expects teachers to be professionally active and current in their fields, engaging in continuous learning throughout their careers. The school encourages faculty to take advantage of opportunities for professional development. The school provides, on a competitive basis and within the limits of available resources, funding for a variety of professional development programs for which faculty may apply, including funds for course work, conferences, seminars, summer study, and sabbaticals. The professional development committee of the faculty, the dean of faculty, the dean of teaching and learning and the dean of students, plan general interest programs on campus during the school year. Other ways to stay current are described below.

All teachers are expected to engage in professional growth every year, as part of their commitment to continual learning and improvement.

#### **Sabbatical**

A competitive sabbatical leave program offers eligible teaching and administrative faculty the opportunity to acquire new or further skills to advance their professional development and effectiveness. The school tries to offer up to four sabbaticals per year, depending on funding.

A faculty member going on a sabbatical is required, at the school's discretion, to return to Northfield Mount Hermon for at least one year thereafter, unless some special arrangement has been made with the school. A faculty member agrees to return when signing the agreement for the sabbatical year. Faculty may not take sabbatical leave in combination with any other leave.

#### **Eligibility**

Instructional faculty members are eligible for a sabbatical upon completion of nine years of service in good standing. Administrative faculty are eligible, at the discretion of the head of school, after a similar period of service.

Years of service toward a sabbatical may be accumulated in the following ways:

- One year is earned for each full-time year on the faculty.
- Part-time faculty members accrue service credit equivalent to their percentage contract (e.g., a 75% position equals three-fourths of a year's experience).

One year of residence must separate an exchange year from a sabbatical. In most cases, faculty returning from an unpaid voluntary leave of absence are not eligible for a sabbatical for five years after returning to NMH. Eligible faculty members are notified a year in advance of the year in which they become eligible for sabbaticals. Eligible individuals who decline to submit a proposal for sabbatical may retain their eligibility in subsequent years. Faculty who receive and take sabbaticals will be eligible for sabbaticals again after accruing another nine years of service.

The dean of faculty and head of school make the final determination of sabbatical eligibility and awards.

### Guidelines

On the recommendation of the professional development committee and with the approval of the Head of School, grants may be made to eligible persons whose sabbatical proposals give evidence of advancing their own professional effectiveness and the school's program. Proposals generally do not include working at the school for any portion of the sabbatical time, since sabbatical is intended to be a time away from one's regular professional duties. Term abroad leadership may be excluded from this expectation.

*Sabbatical Options.* Because personal and professional conditions vary, different sabbatical plans from which faculty may choose may be offered. The school provides a sabbatical expense stipend that may change from time to time. Stipends are based on the amount of time the employee is on sabbatical. Information on stipends is available from the dean of faculty's office.

*Faculty Application.* Once notified of their eligibility, candidates must submit in writing their proposal for a sabbatical grant to the dean of faculty and the dean of teaching and learning by the application deadline and include the following:

- a statement of the goals for the program. The goals should incorporate all the elements of an individual's plan. Because NMH recognizes that faculty members serve in a wide variety of professional capacities, "professional relevance" is a broadly defined term, but it is nevertheless the central component in any proposal;
- a clearly articulated plan for implementing the goals;
- a proposed budget, as specific as possible; and
- a letter of support from the person's department head.

*Approval of Proposals.* The dean of faculty, the dean of teaching and learning and members of the professional development committee review sabbatical proposals, requesting additional information from applicants as needed. Recommendations are forwarded to the head of school for review and final approval, and candidates are notified by the dean of faculty of the results.

*Sabbatical Reports.* Faculty members returning from sabbatical are required to submit a written report of the completed program to the dean of faculty, as well as a detailed report of expenses incurred, with supporting documentation. Both reports are due at the end of the term following a faculty member's return to school.

Faculty members who have taken a sabbatical are expected to share sabbatical experiences with the school community through other means as well (such as a luncheon or faculty meeting presentation).

*Benefit Continuation.* All school benefits, such as medical, disability, and life insurance, continue at the same level of coverage during a sabbatical leave. Retirement plan contributions made by the school will be based only on the compensation actually paid the employee during the leave.

### **Noncredit Programs**

The school may also reimburse in whole or in part, with the approval of the department head, the registration cost for work-related non credit coursework or other professional development programs that the employee undertakes on a voluntary basis. The school's reimbursement does not cover books or other fees.

## **Professional Meetings and Conferences**

Financial support is available to send faculty members to professional meetings and conferences during the year and to otherwise enable them to be active in their fields. This support extends to professionally relevant projects, workshops, and summer activities. To receive funding, proposals need to serve institutional or curricular goals. Proposals are made to the dean of faculty.

Financial support for full-time faculty enrolled in degree-granting programs is available subject to approval from the human resources department. Funding is also available to cover work-related courses even if they are not part of a degree program. The employee handbook explains how much support is offered and how to be reimbursed.

## **Teacher Exchange**

Teacher exchanges are a specialized form of professional development that plunge participants into new ways of doing things in other parts of the world. The experience is especially intense—and rewarding—when foreign languages and cultures are involved. NMH strongly supports the concept of teacher exchanges, both for what the participants themselves learn and for what we as a community learn from the educational ambassadors who journey here in our faculty's stead. Faculty members who participate in an exchange year program remain eligible for school benefits. Teacher exchanges are dependent on government regulations. NMH policy prohibits participation in teacher exchanges in countries for which a U.S. State Department Travel Warning is in effect. The list of countries currently on the Travel Warning list is available online at: <http://travel.state.gov>.

The school allows a limited number of exchanges each year. In order to maintain NMH's high teaching standards, the replacement needs to document preparedness for living and working at NMH and also will be interviewed by the department chair and dean of faculty. NMH has no budget line for exchanges, so consider the financial implications carefully as well.

### Eligibility

Full-time teaching faculty members who have completed their second year of service at Northfield Mount Hermon in good standing are eligible to apply for an exchange year. Approval may also be contingent on meeting government regulations which may change periodically.

### Teacher Exchange Protocols

1. The participating NMH faculty member assumes responsibility for all living arrangements and expenses associated with exchanges.
2. Due to visa availability, teacher exchanges are limited to two per academic year, each from a different department.
3. A teacher interested in arranging an exchange with a particular school must request permission from the dean of faculty and shall also inform the department chair, dean of students, and chair of physical education and athletics, as it is relevant. The request should be made at least one year in advance.
4. The dean of faculty will correspond with a counterpart at the exchange school and will

request the prospective exchange teacher's resume, references, transcript, and classroom evaluations. Curriculum guides, if available, should be exchanged. The dean of faculty, in consultation with the department chair in question, the dean of students, and the chair of physical education and athletics will assess the feasibility of the exchange.

5. The dean of faculty will send a letter of agreement to be signed by the exchange teacher and to detail responsibilities and expectations.
6. If the dean of faculty approves proceeding with the exchange, the NMH teacher will negotiate housing arrangements and vehicle exchange with the exchange teacher. Home schools will pay the salary and provide health insurance for their own teacher. The NMH teacher must fully advise the exchange teacher about expenses such as fees and books for children enrolled at NMH, heating oil and electricity costs, and the cost of food and travel expenses during vacation.
7. The dean of faculty, department chair, dean of students, and chair of physical education and athletics will ascertain specific responsibilities (classroom, dorm, and physical education and athletic) for the exchange teacher.
8. Prior to the exchange, it will be incumbent upon the department chair to inform the exchange teacher of the courses they will cover and supply course descriptions and texts.
9. The human resources office will advise the exchange teachers on immigration questions. All questions regarding visas, length of stay, and work permission should be addressed to the human resources department.
10. It is preferable that exchange teachers begin in the fall term and that exchange teachers take part in new faculty orientation. The dean of global, experiential, and community engagement will provide an orientation for any exchange teachers arriving midyear.
11. An exchange teacher who wants to travel during vacation will be responsible for making travel arrangements.
12. Ongoing support for the exchange teacher should be provided by the faculty at large.

## **Housing**

Northfield Mount Hermon is both a place of work and a residential community. As such, the school may provide housing for faculty and other employees in designated positions whose work responsibilities require their presence on campus.

*Note: Faculty housing is awarded at the convenience of the school and solely for the purposes of supporting the residential program of the school. On-campus faculty housing is not a faculty benefit.*

### Eligibility

Full-time faculty and employees in positions designated as eligible by the school may be provided school housing. Part-time faculty will be accommodated only after all full-time, housing-eligible employees have been housed; housing availability and eligibility for part-time faculty will be reviewed annually. Eligible employees wishing to “cohabit” with a partner in school housing must be married or in a committed domestic partnership, as verified by school protocol and approved by the head of school.

### **Assignment**

Out-of-dorm housing is assigned to full-time faculty members according to a system of housing seniority points. Job definition may affect housing assignment. In such a case, housing is assigned in a fashion that best enables the faculty or staff member to carry out their job; such assignments are not part of the housing assignment process described in this policy. To reduce wear and tear on facilities and plant & property resources, the normal expectation is that, after a move, faculty members will stay in their new housing for a period of three or four years at a minimum, unless the school requires a move sooner.

Housing is assigned according to actual family needs. Children are counted as members of the household on the same basis as that used by the IRS (up to the age of 24). To meet the IRS “age test,” the child must be under age 19 at the end of the year and younger than you (or your spouse if filing jointly), a student under the age of 24 and younger than you (or your spouse if filing jointly), or permanently and totally disabled at any time during the year, regardless of age. Other family members may be counted as members of the household if it can be demonstrated that they are primarily economically dependent on and reside with the faculty member, and after consultation with the head of school.

In the interest of meeting the needs for housing of the whole community, the school reserves the right to reassign housing for any reason including an increase or decrease in the size of the family. Dorm head apartments in student housing are not available to the general housing pool. The dean of students makes dorm head assignments based on the needs of each dorm and the residents.

The dean of faculty, in assigning housing, makes every effort to accommodate the preferences of faculty members. The actual assignment and final decision must belong to the school in its sole discretion.

### **Dormitory Residency Requirement**

All teaching faculty are required to live in student housing for a minimum of seven years.

### **School Use**

The school makes every effort to avoid having to dislocate from their housing any faculty members who are on leave of absence, sabbatical leave, or study abroad programs. In some cases, particularly in student dorms, it may be necessary for the school to require the use of a faculty home or apartment while the faculty member is on leave.

*Note:* Residents of campus housing may not rent, sublet, or arrange for “house sitters.” Only full time employees with housing benefits may live in their assigned housing. Upon occasion, NMH Summer Programs or Auxiliary Services may arrange with residents and the dean of faculty for summer program use of occupied housing. Faculty members may not use vacant dorm rooms or common areas for their own guests.

## **Changing Housing**

Each year the dean of faculty offer all resident faculty members the opportunity to request a change of housing, whether in or out of student dorms. The school pays for moves we initiate but not for moves initiated by an employee.

The head's office publishes detailed procedures for housing assignments and moving within school housing.

Eligible employees respond annually, by posted deadline, to the school's request for housing applications and updated housing information.

## **Maintenance & Repair**

NMH provides for the general maintenance needs of all its buildings, including school houses. All faculty who live in school housing are responsible for the proper care and routine maintenance of their homes and are expected to keep their yards neat and tidy (this includes providing for yard care whenever away for extended periods of time). Any interior or exterior modifications to school housing, including work such as painting, must be approved by the director of facilities. Note that this specifically includes the installation of air conditioners and other appliances. Any damage caused by abuse or neglect will be the financial responsibility of the faculty member. As soon as possible after moving into any school residence, all faculty members must schedule an incoming inspection with the Plant & Property Department. A description of the condition of the residence is prepared and signed by each member of the inspecting group.

Plant and Property, with notice to residents as feasible and allowed by the specific circumstances, may access all school housing to undertake repairs, or other work necessary.

Any fencing requested must be approved by Plant facilities.

*Note:* No hot tubs, sheds, trampolines or pools may be installed at NMH housing.

## **Departure**

Faculty members who are moving out of any school residence must schedule an outgoing inspection of that residence. The residence is inspected by the faculty member and a member of the Plant & Property Department. It is required that residences will be left clean, tidy, and empty of all household goods and trash. Faculty members should expect to pay for any damage to a living unit that is beyond normal wear and tear. When moving out of school residences, faculty members must return to Plant Facilities any keys that have been issued.

Employees leaving school employment must vacate school housing by the posted deadline, usually by the middle of June, and are encouraged to do so as soon as possible. Faculty occupying housing used by the Summer School are asked to vacate by the posted deadline, usually by mid-June.

Departing faculty members who remain to work in the summer school are required to vacate their school housing not later than the posted deadline. When possible, departing faculty members who remain to teach in the summer school are housed in the house or apartment that they occupied during the school year. In some cases, however, departing faculty members are required to move to other faculty accommodations during the term of the summer school. Storage space for household or personal goods cannot be provided beyond the dates established above.

## **Utilities**

All employees residing in school housing are provided with water, electricity, heat, and hot water at no cost. Those residing in non-student housing are provided with fuel oil by the school.

## **Cable television**

One cable connection provided by the school is available to faculty residing in student housing.

While the school supports television service and has worked to provide cable access to all school-owned properties, as a policy the school does not allow private satellite dishes on campus buildings.

Employees who live in a school-owned home where cable is not provided, or who would like the school to consider a satellite dish, should be in contact with Plant & Property. Requests will be considered on a case-by-case basis.

## **Insurance**

Residents of school-owned housing are strongly encouraged to carry renter's insurance on household contents. The school insures its buildings but does not insure the personal property of employees occupying school housing.

## **Appliances and Utilities**

Apartments attached to student dorms come with a refrigerator and range, and sometimes includes the odd piece or two of school-owned furniture. In addition, the school provides cable television at no cost as well as water, electricity, and heat. Employees living in non-dorm housing are responsible for providing their own furnishings and appliances, which must work within existing utility capacities. Occupants are also responsible for taking care of their own gardens and lawns..

## **Appendix B – Student Life Expectations**

### **Faculty as Role Models**

Faculty members are required to act in a professional manner and as good role models at all times. Their behavior, language, and dress in and out of the classroom should be consistent with appropriate professional standards. This is particularly challenging in a time when both students and faculty live much of their lives online and through social media; we expect faculty and staff members to exercise appropriate professional judgment and restraint in their electronic communications with and about students. They are required to uphold the rules of the school in formal and informal interactions with students.

While faculty are welcome to entertain personal friends in their apartments, it is required that they will do so with discretion and that this will not impinge on their availability to students and to their colleagues, or in other ways interfere with their effectiveness or their responsibilities to the school.

Faculty members may not possess or use illegal drugs. Alcohol or marijuana must not interfere with the performance of their responsibilities. Members of the faculty must not use or be under the influence of alcoholic beverages or marijuana while on duty or in the presence of students.

It is school policy to prohibit smoking on the part of students and to support nonsmokers in their efforts to avoid picking up the habit while here. The use of any tobacco product by students is prohibited. Smokers among the faculty and staff must not smoke in school buildings (except in private residences), in school vehicles, on the playing fields, and in public places where students are likely to be present. (See Anti-Smoking policy)

### **Faculty Attendance**

All teachers are required to be at school and attend all school meetings from the first day of orientation in August through and including Commencement Exercises and end-of-year meetings in June. In the event of a forced school closing due to a health crisis or any other event necessitating such an action NMH may choose to end the academic year, continue to operate on an off-campus basis, and/or extend the academic year beyond June 30.

All faculty members are required to participate fully in sharing departmental, residential, and school-wide work, such as committee duties and faculty coverage for extracurricular responsibilities. They are also required to participate in gatherings such as Opening Convocation, Family Days, Founder's Day, Diversity Day, Service Day, Baccalaureate, Commencement Exercises, Sacred Concert, and departmental, campus, and school meetings.

No teacher may leave for winter or spring vacation until the last official day of the term, and then only when all grades, reports, and any other school commitments have been completed. Faculty members are required to be back on campus by the morning of the day that students return from their vacations.

Exceptions may be made only with the approval of the dean of faculty.

## **Faculty Participation in Diversity Work**

Faculty members are expected to participate in a minimum of one diversity summit per year and to seek regular professional development opportunities in diversity, inclusivity, and multicultural education. Each academic department and dormitory staff is expected to send at least one representative to each diversity summit, to support students and the diversity program of the school. As well, all faculty will participate in regular faculty development work in this area, in faculty meetings and professional development days, in other on-campus meetings, and in off-campus conferences and activities.

### **Residential Duties**

Most faculty members are assigned to dorms as the core of their student life commitment. Each is required to be available and accessible to students, to be an active and visible presence in the dorm as well as in students' lives. Regular and frequent contacts with students—in their rooms, in corridors, in faculty residences—is the expectation, above and beyond scheduled duty nights and formal scheduled meetings.

Every dorm has its own unique characteristics, so there are some variation of duties in different dorms and therefore different emphasis on specific ways to achieve the same goals. Following is a description of the standard duties and responsibilities of dorm staff members:

#### **Resident faculty**

Faculty who reside in the dorms are required to sleep in the dorm every night. If a resident faculty member needs to be away for the night, they must inform the other dorm residents of their absence. Resident faculty who are not scheduled for duty are required to be visible around the dorm, interact with students, and respond to any inappropriate student activity or behavior they encounter in their dorms. All resident faculty share the “on call” responsibilities in the dorm – this involves being the extra pair of hands after dorm closing that might be called upon in emergencies or asked to help out with special dorm activities or needs. When a nonresident dorm staff member is on duty, the “on-call” duty person provides coverage in the dorm overnight after a nonresident dorm staff member has gone off duty. The “on-call” person should be at home and available for dorm duties at dorm closing. On weekdays, the on-call person should be present at check. On weekends the on-call person does not need to be present at check but should be sure their name and phone number is written clearly on the whiteboard for students to access throughout the weekend.

#### **Dorm duty**

Dorm staff will have duty assignments during study hall nights (Sunday–Thursday) and weekend nights (Friday and Saturday) based on the duty rotation developed by the dorm head with staff input. Duty assignments will be distributed by the dorm head as equitably as possible among the dorm staff. Dorm duty accomplishes many things. The faculty member promotes a sense of purpose around study hall, maintaining appropriate conditions and behaviors. They also connect with students in the dorm reinforcing the idea of dorm as a home. The faculty member on duty handles any questions and crises that arise, guaranteeing resident dorm faculty a stretch of

undisturbed time. Finally, the faculty member on dorm duty assures that policies for ending the day are enforced by staying in the dorm generally until fifteen minutes after students are required to be in their rooms. On nights when students attend intramurals, the duty faculty must remain on duty until the students return.

Obviously, none of this can happen if the duty person is not visible, engaged, and free from distractions. Faculty members on duty are based in a public area chosen by the dorm staff and circulate through the dorm every 20 minutes or so to be aware of how the evening is unfolding.

The NMH Student Handbook contains information about general dorm procedures. In addition, your associate dean and dorm head will fill you in on the many details of dorm procedures in particular, such as visiting hours, room inspections, special study and end-of-day expectations, senior privileges, and so on.

### **Dining Hall**

On duty nights, faculty must be in the dining hall by 6 pm to provide supervision of student conduct in the dining hall. Always, but especially on duty nights, faculty are required to maintain the quality of the community dining experience by confronting any problematic behavior.

### **Weeknight Dorm Duty**

Weeknight duty in the dorm begins at 7 pm. Faculty should be visible and available and in a central location throughout the evening, taking regular and frequent walks through the dorm during the course of the evening. Weeknight duty's focus is the overseeing of visiting hours and study hall. Faculty activities must be focused on the needs of the dorm: overseeing and enforcing visiting hour protocols; reviewing pre-study hall checks; starting study hall; quieting dorm after study hall; making sure doors are locked; face-to-face signing in of students at dorm closing; enforcing end-of-day policies; interacting with students and actively enforcing dorm and school policies such as study hall conditions, room inspections, requests for exceptions to policy, etc.

**Duty ends no sooner than fifteen minutes after students are required to be in their rooms.**

While on duty, faculty may tutor students or spend time preparing for class, grading papers, etc.; however, the dorm responsibilities must remain the first priority. Teaching faculty may NOT host group help sessions while on duty. Duty faculty must respond to the needs of the students in the dorm and maintain an active presence throughout the dorm.

### **Weekend Dorm Duty**

Weekend duty allows faculty a chance to visit with students in the dorm. Students have more time to socialize with each other and with you, and there is a lot of visiting among the dorms. Frequent walks through the dorm to demonstrate an adult presence are still essential, however, and the faculty member on duty conducts check at dorm closing on Friday and Saturday nights. Dorm closing in the upperclass dorms is at 11:30 pm on Saturdays, an hour later than on other nights. The same expectations regarding weeknight duty apply to weekend duty (Friday and Saturday nights)—promptness, active involvement with students, frequent rounds through the dorm, focus on dorm activities and needs. Visiting hours are extended on weekend nights and require oversight. Faculty members are required to help provide and encourage dorm-based weekend activities (board games, contests, videos, etc.). All of the same dorm-closing activities remain: face-to-face sign-in, accounting for all students, assistance in locating missing students, locking doors, quieting the dorm. **Duty ends no sooner than fifteen minutes after students are**

**required to be in their rooms. On nights when students attend intramurals, the duty faculty must remain until students return to the dorm.**

### **Meetings**

We expect all dorm staff to attend their dorm staff meetings (both scheduled and specially called), dorm programs, all-school meetings, and other meetings that are scheduled from time to time as needed. At all-school meetings, faculty members are to sit among the students, to provide supervision and to promote appropriate behavior.

It is the responsibility of all faculty members to intervene when students are not meeting school expectations or are behaving inappropriately.

### **Dorm After-hours and Other Social Activities**

All dorm staff, regardless of whether they live in or out of the dorm, should expect to participate in the planning and supervision of dorm programs and events. Each dorm develops its own program of educational and social activities. These include dorm parties, fundraisers, workshops, and programs, community service activities, after-hours (after dorm closing) events, and all-school events. Responsibility for involvement in these activities should be equitably divided among the dorm faculty so that no one is overburdened and so that important dorm events are supported.

Occasionally dorm staff members may take a group of students (from the dorm or from another group with which they are affiliated) to a play, concert, lecture, or other activity that will result in an after-dorm-closing return to campus. Here are some steps to follow in arranging such an event:

1. Secure dean of student's approval at least 48 hours in advance.
2. Provide a list of students to the dean of students and "duty info".
3. Drive or escort students back to their dorms, if they return after dorm closing. Their key cards should admit them to the dorm, but the supervising adult should make sure they get in safely.

### **Additional Expectations**

All dorm staff are required to spend time with students: sharing interests and skills; sharing meals; entertaining; and listening to and reacting to opinions, triumphs, trials, and worries. Resident faculty are required to operate on an "open door" basis and be available to students. They should also be out and about in the corridors and lounges on a regular basis during the week when not on duty. Out-of-dorm staff are required to drop by the dorm during the week to both check in on their advisees and to interact with the dorm residents. Trust, warmth, and caring come with this sharing.

All faculty and staff are required to promote and uphold NMH's values, expectations, and rules in their interactions with students. Toward this end, they are required to know school and dorm rules and procedures and be able to both educate students about them and hold students accountable for their adherence to them. Faculty members are required to promptly and fairly confront students who break a rule, but to give support and understanding at the time of confrontation and afterwards. Faculty should consult with appropriate persons (dorm head, student leader, associate dean, advisor, medical staff, etc.) depending on the circumstance and

severity of the rule violation, and should expect to be involved in investigation and follow-up in disciplinary situations.

### **Assisting with Health Concerns and Emergencies**

The clinic is open during the workday to receive and treat students with physical or mental illnesses. The O'Connor Health Center has seven-day, 24-hour coverage. The person on duty should call O'Connor at x3407 if a student who becomes ill after dorm closing and requires immediate medical attention. If the student is told to come to O'Connor, the dorm staff member on duty, another adult, or a student leader should accompany the ill student. Also, call x3407 for advice before moving or transporting anyone who has been injured. If a situation appears life-threatening, dial 911; if time permits, also notify NMH security at x3400.

Faculty members should be aware that health services staff are prepared to help students with a broad range of concerns beyond the common cold. Among these are reproductive system health care, breast and testicular self-exam, contraception, and pregnancy. Health services staff also offer short-term, confidential psychotherapy and will refer students to a private therapist if requested. Faculty members should refer a student to the health services staff any time they believe they would benefit from these services.

### **Accountability**

The associate dean will supervise and direct the day-to-day work of dorm members and advisors, who should expect to consult frequently with the associate dean and develop, with their help, approaches to dealing with situations involving dorm residents or advisees, and keep them informed of progress, setbacks, parent conferences and contacts, etc.

Dorm staffs are responsible for the overall well being of the dorm community and each individual member in it, and, as such, they are expected to be fully involved in dorm activities, projects, student interventions, and dorm meetings. Developing an open, honest, cooperative relationship with the rest of the dorm staff is an important part of the work of each dorm staff member.

### **Library Duty**

Faculty members provide evening coverage in the library from Sundays through Thursdays. Their major goal is to ensure study conditions from during study hours, from 8 to 9:45 PM. Duty includes eating dinner in the dining hall, arriving at the library by 7 PM, and checking the building thoroughly before locking it up at the end of the evening. Weekend daytime coverage is also included with this duty.

### **Study Center Duty**

A few faculty members do duty through serving in the study center in Beveridge or other classroom buildings. These faculty members are available in the evening to provide students with help in math, science, or writing, from 7 until 9:45 PM.

## Advising

The advising system is designed to provide an adult to whom the student can turn for advice and support. This relationship offers the student an interested, informed, and trusted adult who can help the student make choices, examine beliefs and values, navigate difficulties, enjoy successes, and grow in a healthy way. Each faculty member will oversee the NMH experience of up to seven advisees, both in and out of the classroom. This requires frequent and effective communication with other members of the faculty and with parents. Advisors are connected to the same dorm as their advisees. Dorm staff members do evening and weekend dorm duty and serve all functions of faculty staff, whereas adjunct faculty attend biweekly dorm staff meetings and are required to be present on other occasions (i.e. dorm programs) in the dorm where their advisees reside. Here is a link to the [formal Advisor Job Description document](#).

Advisor responsibilities include the following:

1. Meet formally and informally with advisees once a week or more, both individually and as a group.
2. Plan the overall educational program of each student, including academic course selection, community service, athletics, other activities, and summer plans; monitor the general well-being of each advisee.
3. Coordinate the development of and help maintain each advisee's educational portfolio, and participate in the overall assessment of the student.
4. Participate in student orientation and registration.
5. Communicate with parents and/or guardians of all advisees on a regular basis. As the key contact with parents, advisors should make phone calls and write emails at least once per month.
6. Be familiar with and direct students to resource people in areas of academic planning, tutoring, summer and vacation options, learning needs, testing and referrals, spiritual life, and mental health support.
7. Approve and complete all necessary permissions or requests.
8. Maintain each advisee's electronic file on a daily basis, ensuring that concerns are responded to as effectively and efficiently as possible.
9. Support occasional educational or community-focused programs. These may include discussions of community standards, discussions of controversial school issues, community reading assignments, time management, basic study skills, or final exhibition work.
10. Provide occasional social activities, such as excursions to shopping centers, movies, or dinner, as well as host informal meals or get-togethers in the advisor's home.
11. Communicate collaboratively with dorm staffs, associate deans of student life, college counselors, the chaplain, teachers, and other school staff.
12. Meet with the associate deans of student life to review progress and concerns about the advisor's advisees on a regularly scheduled basis.
13. Consult the Advisor Info Google Group and each advisee's "A-adviseename" personal E-folder on a regular basis.

In addition to these formal obligations, the school expects that faculty will be available to students and colleagues for the more unpredictable but necessary contacts that are an integral part of a 24-hour-a-day, seven-day-a-week boarding school program. So that these duties may be

adequately performed, the school requires the faculty to live in campus housing or in a dorm apartment.

## **Assisting Student Activities (ASA)**

Faculty members and administrators are arranged in teams to supervise and chaperone weekend programs and activities, both on and off campus. Teams will each be assigned one weekend per term during which they will cover all ASA assignments for that weekend.

ASA opportunities might include Saturday night restriction, outreach opportunities, outdoor education activities, off-campus trips, and a wide variety of on-campus events ranging from dances and coffee houses to concerts and craft workshops. Many faculty members will experience ASA duty as the person in charge of Blake Student Center on a Friday or Saturday night.

### Details:

- Every faculty member belongs to a team (no exemptions).
- Dorm staff and coaches will be distributed as evenly as possible among each team.
- Each team has a leader. Leaders will also serve as the Duty Dean for the weekend and therefore do not supervise or chaperone specific events during the weekend.
- One weekend per term is assigned to each team at the beginning of the school year. Dorm duty request and assignments can then be made more easily. As is the case now, **a faculty member cannot have dorm duty on the weekend when they are assigned their ASA weekend.**
- Team duty will run from Friday at 5pm to Sunday at 7:30pm.
- The director of student activities will meet with the team leader prior to the Monday team meeting to lay out the coverage needed for the upcoming weekend.
- Team meetings take place in Blake during Monday morning meetings. At that time, the leader makes assignments or the team decides who will cover what. It is in this meeting that coaching or performance schedules can be taken into account (i.e. if a team member has a game or performance the assigned weekend during a given term, they can be given a lighter duty). Faculty members should expect to cover 2-3 events through the course of the weekend.
- Switches can be made between teams with the approval of the team leaders.
- Faculty members may still have additional duty coverage for dorm events that happen to fall outside of the faculty member's assigned ASA week.

## **Helping the Work Program Work**

The work program was founded as part of NMH back in the 19<sup>th</sup> century. It reflects Dwight L. Moody's belief in the dignity and instructive value of manual labor. Faculty support the work program by keeping in mind that this assignment has equal importance with a student's other scheduled obligations. Try not to schedule rehearsals, practices, or other events that conflict with work jobs, and be sure students either find substitutes for their work jobs or fulfill the work job commitment first, if the conflicts are unavoidable. Refer students who need to arrange substitutions for any reason to the work program section of the NMH Student Handbook, where substitution procedures, grading, and absence consequences are described.

## **School Rules**

Faculty members should know all major school rules and are required to confront students that they know are violating school rules. In addition, faculty and staff are required to notify the associate dean of students of such violations. All school rules and policies that pertain to students can be found in the NMH Student Handbook, available on The Hub.

## **Appendix C – Academic Policy, Practice, and Resources**

The educational program at NMH is a 24-hour, seven-day-a-week operation that relies on the faculty for its success. Through their work in the academic and student life arenas, faculty and staff members are a pivotal individual influencing the intellectual and personal growth of the students who come here to learn. The first part of this appendix reviews the many ways in which faculty and staff are engaged with the program and what they need to know to operate successfully within it.

NMH invites students to be active learners during their years at the school and offers them a curriculum that is both broad and deep. Teachers work with their academic departments to develop the courses within that curriculum and are given a great deal of freedom in deciding effective classroom approaches and methodologies. Teacher should keep in mind the school's definition of academic excellence:

NMH focuses on the growth of individual students in their pursuit of academic excellence. In each discipline students seek to master specific, relevant content, while developing habits of mind and skills that are fundamental to become contributing members of the world. The development of student excellence is ongoing. NMH cultivates excellence in the following areas:

- **Mastery:** This student masters subject-specific skills and content, and shows an awareness of those areas for further growth and development academically.
- **Synthesis:** This student is a critical and creative thinker who collects and integrates learning from many areas and can apply that knowledge to authentic situations and problems.
- **Communication:** This student communicates with clarity and nuance, understanding how to listen, speak, and write effectively.
- **Motivation:** This student sets lofty goals, takes risks, engages challenging materials, and learns from setbacks. This student is a curious and resilient learner.
- **Humanity and Purpose:** This student listens to and engages with the diverse experiences of others, develops cultural understanding, collaborates well, and acts with integrity, empathy, and a concern for social justice.

Members of the faculty are expected to encourage multi-sided discussions in the classrooms and in other areas of the school. In the spirit of exploring topics freely, the faculty should encourage varying points of view and establish an atmosphere in which students may voice their ideas without negative reactions. When expressing their own points of view, faculty members should clearly own their views while making sure students can freely express their ideas and values. Responsible and articulate support of positions is encouraged as everyone strives to develop an informed opinion.

The Academic Committee has developed the following policies and procedures to bring consistency to our work with students and each other. Additional important information appears in the NMH Guide to the Curriculum and in the NMH Student Handbook.

## Homework

Full-credit courses meet between roughly 6.5 and 7.5 hours a week, and teachers may assign homework for each night in each course, according to the guidelines listed below. The times listed for homework assignments are targets and will be reassessed periodically.

- 100-level courses may be assigned up to 45 minutes of homework per class
- 200-, 300-, and 400-level courses may be assigned up to 60 minutes of homework per class
- 500- and 600-level courses may be assigned up to 90 minutes of homework per class
- Honors courses at every level may be assigned up to 75 minutes of homework per class

Half-credit courses meet either two periods a week (or four times in a two-week cycle) or alternate between two and three periods a week (or five times in a two week cycle). Whether meeting in either configuration, teachers should assign the equivalent of five homework assignments per two weeks.

Teachers will determine the best way to divide up the assignments. For 100-level courses, for example, about 45 minutes per class is the approved amount of homework. This means that in two weeks, 225 minutes of homework would be assigned. For the half credit courses meeting only four times per week, this may mean one longer assignment (67.5 minutes) with one regular assignment (45) each week, or it may mean equal assignments of about 56 minutes for each of the four assignments. The individual teacher will be able to determine the best practice for each class and group of students.

Faculty should assign homework during class. When posting or emailing about homework, all details should be communicated by the end of the academic day.

The due date and time for homework should always be the start of class, unless there is a good pedagogical reason to make an exception. Teachers should explain their homework assignment in class and then post that homework assignment immediately following class (unless already posted). If a teacher is unable to post the homework at the end of class, the assignment must be posted by the end of the academic day. If the homework is not posted by the end of the academic day, students are not required to complete the homework.

Faculty may not assign homework over the long weekend after Family Days in the fall and winter. It is ok to assign homework over the April long weekend. Faculty may assign “portable” homework (i.e., something to read but not a science fair project) over Thanksgiving and spring breaks. The time limit for homework over these breaks, for full credit courses, is three hours. The time limit for half credit courses is one and a half hours. Teachers must get their department chair’s approval of the assignment ahead of time.

## Add and Drop

Returning students sign up each spring for the following year’s courses. New students register for courses during the summer. There is a brief period to make necessary changes at the

beginning of fall and spring semesters. The advisor arranges these add and drop changes. Refer any student who asks about a course change to the advisor. In some instances the college counselor (seniors and PGs), department chair (level change), or dean (special permission) will need to give approval. Students requesting changes should follow their most current schedule until the scheduling office confirms that a change has been made. If a student attends a class but is not on the teacher's class list, they should ask the student to leave and follow the most current schedule.

Upon occasion, a teacher may suspect that a student would be more appropriately placed at a different level of the course being taught. The teacher should bring this matter to the attention of the department chair and the student's advisor right away. If the department chair and the advisor agree, a change should be put through immediately for a course selection at a more appropriate level. Advisors should make sure to inform a student's parents about the change. If a student remains in a section through interim, they will be accountable for the grades earned in the first half term, even if there is a switch made to another section after the interim. Teachers are asked to be attentive to proper placement during the first week of a term.

### **Faculty Attendance**

As much as everyone tries to stay healthy and as careful as we all are to arrange personal appointments for hours that are free of school commitments, illnesses, emergencies, and significant family events will arise.

The department chair should also be told if a teacher excuses any or all students from a class to work on special projects or research. Note that all classes must meet on the day before vacation or midterm break and on the last day of a term.

Faculty members should notify their dorm heads if illness or an emergency occurs during residential or advising commitments.

### **Finding a Substitute Teacher**

The first person to contact if that happens is the department chair so one can discuss arrangements for adult coverage of classes:

1. Any time a teacher must be absent from a class, he or she must call the appropriate department chair, as far in advance of the class that must be missed as possible, to discuss how the class will be covered. Department chairs will inform teachers in their teams about how to reach them in case of sudden illness or emergency. Teachers should not plan appointments off campus during their teaching hours.
2. Be sure to speak directly to the department chair rather than emailing or leaving phone messages, which may not be received in time. Obviously, the earlier one makes contact, the easier it will be to arrange coverage.
3. When a teacher is absent, classes should be covered by an adult. Library days are most profitable when covered by an instructional librarian and a subject area teacher. Classes may not be covered by a librarian alone unless a specific plan has been made in advance with the librarian. Teachers may not send unaccompanied classes to the library unannounced.

Relatively short-term absences, when a faculty member is ill or attending a conference, are covered by departmental colleagues, for no additional compensation. Department chairs coordinate and assign these substitutions to members of their departments. The dean of faculty will arrange for longer-term substitutions that involve compensation, in communication and coordination with the department chairs.

## **Student Attendance**

Faculty members are responsible for keeping accurate attendance records and for submitting absences on time. As such, faculty are the central administrators of our school-wide attendance policies. Absences must be reported using our online system (FAWeb) on the day of the absence. Faculty must check their student list online after every meeting for major courses, co-curricular activities, physical education courses, and athletics. Any addition or deletion of a student to a class will be reflected there.

Under highly unusual circumstances, an associate dean of students may excuse a student from an attendance obligation before the fact, or if application is made within the next class day, afterwards. Health services personnel also are empowered to excuse students from attendance obligations; day student parents may do the same for their children. When a student who has been absent returns to class, ask about the reasons for the absence.

Students who have been absent from school obligations receive reports of those absences. If they believe an error has been made, they need to follow the instructions on the absence sheet in order to correct it.

The NMH Student Handbook explains the consequences that follow the accumulation of unexcused absences and the point system for tallying them. Faculty should not excuse absences unless they reported an absence in error or the absence was the result of a student missing one of two simultaneously scheduled commitments and it was the faculty member's event, e.g., a rehearsal or athletic competition that the student attended.

A faculty member does have the choice of reducing grades as a result of unexcused absences as long as they make this practice clear to students at the beginning of the course. Associate deans of students and the school's health professionals are the only members of the faculty who may excuse students from classes for an extended period.

## **Lateness**

Student lateness to class—especially when it becomes chronic—is disruptive to everyone's learning. Students will be assigned points based on the extent of their lateness to class (see the NMH Student Handbook).

## **Long-Term Absence and Academic Credit**

A student must complete 80 percent of the course work and attend 80 percent of the class meetings in a term to receive credit and a letter grade. See the Rules and Policies section of the NMH Student Handbook for complete attendance policy.

Sometime we have students miss class as the result of a short-term medical leave or suspension related to discipline. When a student is on medical leave, teachers should coordinate with the student to help the student stay caught up with the class while away. Where possible and

appropriate, the teacher can forgive or modify assessments as long as this does not impact the integrity of the course. Students who have been suspended should be expected to complete coursework while they are away. Depending on the situation, teachers will coordinate with the student, associate dean or academic dean to create an appropriate academic plan for work completion with the student is away.

## **Cheating and Plagiarism**

NMH expects students to abide by the Academic Integrity statement found in the NMH Rules and Policies Handbook. It is also our responsibility to instruct students about what constitutes cheating in general, and to be as specific as possible about guidelines for specific assignments. Faculty are encouraged to [review this handout](#) for more information about how to create a culture of academic integrity. Be sure to start the semester by reviewing the academic integrity expectations for your course, and review this policy in advance of assessment. You are encouraged to reference the NMH Rules and Policies Handbook for definitions of the various types of academic dishonesty. As a reminder, students are expected to sign an academic honor statement when they turn in major assignments. The academic dean will also clarify expectations for academic integrity at the start of each semester.

When a teacher encounters or suspects an instance of plagiarism or dishonesty, the following steps should be followed:

1. The teacher takes the case to the department chair for review and discussion: This is also an important step as different teachers have different “thresholds” for what might constitute a breach of NMH’s policy on academic integrity. A consultation with the department chair insures that the response to infractions within the same department is consistent.
2. The teacher discusses the suspicion with student: It is important that the teacher talk with the student as soon as possible to allow the student the opportunity to answer the suspicion. This discussion may reveal something about the student or the assignment that either mitigates or confirms the suspicion.
3. If the teacher and department chair agree that the student has violated the academic integrity policy, the teacher brings the case to the academic dean who then initiates the disciplinary process and may hold an Academic Honor Board hearing.

Faculty should only discuss academic integrity violations with the student, department chair and academic dean. Student privacy should be respected when handling disciplinary issues. The involvement of the academic dean provides consistency from department to department. The department chair provides this oversight among teachers within the department; it is equally important to provide this oversight among departments within the school. In addition, the academic dean’s involvement at the “warning” level will insure that a student does not fall through the cracks if they surface again in another department.

## **Communicating about Students**

Communication with advisors about a student’s academic performance should be regular habit. Too often we assume that no news is good news and as a result email too infrequently.

Especially when students are showing signs of struggle or weakness, it is imperative for the teacher to be proactive to communicate with the student and advisor early so that necessary supports can be put in place or a level change can be made. The following are **recommendations** for when to reach out to the advisor:

1. Attendance - regular tardiness (ex. multiple times in a 1 week period), uncleared absences, extended absences
2. Social or Emotional - Student is argumentative with teacher/peers, withdrawn, interrupts discussions, uses foul language
3. Disorganization - Binder/backpack is in disarray, homework assignments are missing/late, student seems unaware of work, has to be reminded excessively to complete work

While these factors may or may not affect the grade, it is still important to reach out to the advisor because the behaviors may be indicative of broader issues. This may alert the advisor that support is necessary or the advisor may be able to provide you with helpful background on how to support the student.

We **expect** teachers to reach out to advisors when the student begins to struggle academically. While the definition for struggle may vary by family, good practice is to email an advisor in a few instances:

1. Poor Performance on a major assessment - There is some discretion on what is 'poor performance' and 'major assessment', a good rule of thumb is a grade lower than a C- on projects, papers, tests, lab reports (assignments weighted heavily in your grade book)
2. Low cumulative grade - when a student starts earning a cumulative grade lower than a B- in the course there is some
3. Major change in grade - After mid-term, any change of more than a half letter grade should also be communicated (ex. shifting from a B+ to B- in a course)

If a student is in danger of failing a course or issues persist following initial interventions, the academic or associate dean should also be notified.

## **Tutoring**

Teachers are expected to provide extra help, but occasionally even frequent extra help is insufficient in addressing a student's needs. After a student has attempted to address gaps in understanding through extra help, tutoring may be recommended and appropriate.

Let the advisor know if you believe a student would benefit from working with a tutor. The advisor will work with the student and learning skills personnel to secure parental approval and make necessary arrangements. Adult tutors receive an hourly payment, charged to the student's tuition account. Teachers may not serve as paid tutors for students in their own classes. Student tutors are available through the peer tutoring network, also coordinated by the learning skills program.

## **Final Assessments**

In your written statement of course goals and objectives, include information about the form of your final course assessment, whether examination, final paper, or special project. Your department chair may ask for the same information by midterm of the term involved

## Evaluation of Students

### Grading scale

Parents receive grades and written comments about their children at midterm and at the end of each term. The NMH Student Handbook explains the grading system in general, including academic grades and effort grades. Translate numerical grades into letter grades as follows:

A+	97-100	4.00
A	93-96	4.00
A-	90-92	3.67
B+	87-89	3.33
B	83-86	3.00
B-	80-82	2.67
C+	77-79	2.33
C	73-76	2.00
C-	70-72	1.67
D+	67-69	1.33
D	63-66	1.00
D-	60-62	0.67
F	59 & Below	0.00

As you calculate grades, keep in mind that a grade of 60 percent is considered passing, while below 60 is failing. Students earning a grade of D+ or lower are often placed on academic probation. A rough rubric for letter grades would include:

A range -- work that stands clearly out from and above its peers, reflecting extraordinary understanding and command of the material, creative and imaginative use of the material, and the capacity to apply it in new settings or with new problems.

B range -- work that indicates command of the material and effective organization and clarity and shows promise that it could become 'A' work.

C range -- work that indicates a satisfactory representation of the material in spite of some errors, and in spite of less than complete commitment to the task. Work that contains mechanical errors that substantially hinder clarity, persuasiveness, or presentation.

D range -- work that indicates evidence of some recollection of material, but, otherwise contains serious deficiencies in knowledge, comprehension, effort, communication, or the ability or willingness to apply or use the material in new settings.

F range -- work that fails to show command of the material or the assignment, fails to communicate satisfactorily about it, and otherwise fails to demonstrate adequately the knowledge or skills being examined.

Faculty should keep a record of student's grades by using a paper or digital gradebook.

## Effort marks scale

Effort grades reflect the following performance standards:

1. **OUTSTANDING:** Your preparation and engagement are consistently outstanding.
2. **VERY GOOD:** Your preparation and engagement consistently meet and sometimes exceed expectations.
3. **SATISFACTORY:** Your preparation and engagement consistently meet expectations.
4. **NEEDS IMPROVEMENT:** Your preparation and engagement are inconsistent and need improvement.
5. **UNSATISFACTORY:** Your preparation and engagement are consistently unacceptable.

Faculty should clearly explain expectations for successful preparation and engagement in the syllabus. An effort grade of 4 or lower often places a student on academic status.

## Physical Education and Athletics

NMH believes that a successful physical education and athletics program for secondary students promotes good health, self-confidence, a better understanding of the human body, positive social interaction, and a lifelong habit of regular exercise. Trained physical education teachers conduct most of the physical education classes at NMH, but many members of the rest of the faculty support the PE/A program by coaching an athletic team.

### PE/A Grading and Attendance Policies

**Letter Grades:** Letter grades and progress reports of O (Outstanding), VG (Very good), S (Satisfactory), NI (Needs improvement), U (Unsatisfactory), and Exc (Medically excused) are given at the end of each term, and for NI or U at interim. The letter grade will primarily depend upon skill, knowledge, and attendance. Attitude, effort, and skill improvement can also affect the letter grade positively or negatively, raising or lowering the grade one increment only.

**Effort Grades:** A number grade of 1, 2, 3, 4, or 5 will also be given. Proper dress and participation can also be reflected in the effort grade. Descriptions for each effort grade:

1. **OUTSTANDING** Shows outstanding initiative, is a leader on a team
2. **VERY GOOD** Comes prepared, participates and contributes actively with a positive attitude
3. **SATISFACTORY** Comes prepared, participates and contributes, sometimes unprepared, or participates reluctantly
4. **NEEDS IMPROVEMENT** Is sometimes unprepared or disruptive. Teacher or coach must exert pressure to have student satisfy an expectation.

5. **UNSATISFACTORY** Frequently unprepared or disruptive. Teacher or coach must continually monitor student.

**Excused Absences:** Excused absences can be made up a maximum of two times per term at the instructor's discretion. Students should see the instructor before the class in which they would miss participation. Each absence will be made up as the instructor determines is appropriate. This results in extra work for the instructor, but helps us stay closer to our philosophical belief about daily participation.

**Lateness and effect on PE/A grading:** Late three times results in an absence. More than 15 minutes late results in an unexcused absence unless a note from the previous class teacher is given. Lateness can also be reflected in letter and effort grades.

**Sickness and effect on grading:** Students are expected to attend every class. If sick, the student must still come to PE class unless admitted to the infirmary. The student is to see the PE instructor, who has three options:

1. send the student to infirmary with a note,
2. have the student sit and watch (instructor may have an alternative activity), or
3. ask the student to participate.

**Proper dress and effect on grading:** Proper dress is shorts, T-shirt, sweats, socks, and sneakers. Proper dress for outdoor activities may vary slightly, according to the weather. Failure to wear proper dress (being unprepared) may result in absence or may be reflected in the student's grade.

## **End-of-Term Failures and Incompletes**

Let the department chair, academic dean, the student's associate dean, and the advisor know about any end-of-term failures within 24 hours of the last class of the term. When a student fails, try to recommend an appropriate subsequent course should a student want or need to continue to work in your discipline. **Advisors should notify the parents of any advisees who have failed a course.**

Incomplete grades should only be used in the case of unusual and legitimate circumstances that prevent completion of the term's work; if you are uncertain, consult your department chair. The academic dean must approve all incomplete grade requests.

## **Reporting of Grades**

Shortly before grades are due, the registrar sends out notification of how to complete the grading process. Pay special attention to the deadline for submitting grades; just one missing set delays the compilation process.

Any changes in grading can be made with permission of the academic dean, by a written note to the registrar that gives the new grade and the reason for the change. The registrar informs the parents, advisor, and student of such changes.

The NMH student transcript reports grades for academic courses, physical education and athletic classes, work program, and other activities.

## **Progress Reports**

Progress reports are written twice a semester for major courses and at the end of each term for athletic activities, Health and DSJ courses, and any co-curricular activity where a student earned an unsatisfactory, needs improvement, 4 or 5 grade, although many co-curricular teachers opt to write a report for all the students in the activity. These reports are one of the most important ways of communicating with parents. Reports should be balanced, commending where possible and offering descriptive and nonjudgmental information about areas of difficulty. A few specific examples of test, quiz, or paper grades can help exemplify general statements about a student's performance. In addition, suggesting strategies to help a struggling student's work improve can give a constructive focus to an otherwise discouraging report.

Progress reports have a wide audience—parents, students, and a variety of colleagues—so it is essential to double-check them for style, tone, spelling, and grammar prior to submitting them electronically with the registrar's office; due dates for filing appear on the block calendar.

## **Distribution of Grades and Progress Reports**

Once all grades and progress reports have been compiled, they are available for viewing on FAWeb for faculty members and NMH Online for students and parents. It is important that each advisor has a conversation with each advisee about grades and progress reports, focusing especially on any suggestions for improvement.

The reality check that grades provide can be upsetting to some students, so both resident and nonresident faculty should be on the alert at grade distribution time for students who need extra attention and encouragement, letting associate deans and advisors know about students who present particular concerns.

## **Grades and Their Consequences**

Students whose achievement is above average may find their names on the honor roll or effort honor roll at the end of a term; the NMH Student Handbook explains how students achieve this high rank. Academic excellence is also the hallmark of the seniors inducted each spring into the national Cum Laude Society, the independent school equivalent of the National Honor Society.

At the other end of the spectrum are students whose academic struggles are addressed so that parents, advisors, deans, and others will be able to help them improve. The NMH Student Handbook details the various official responses taken when a student is placed on academic status.

## **College Counseling**

Gaining college acceptance is a major focus for virtually all NMH students, from their point of entry until their graduation. The process officially begins in the winter of the junior year with the start of weekly college counseling classes. Fall term of senior year is especially crucial as college representatives visit campus and seniors whittle down lists and complete applications.

Faculty members contribute to the success of this process in a variety of ways. First of all, they communicate with college counselors about students they know well so that counselors can develop fair and complete profiles of each student for the colleges. Faculty members also write

recommendations for students when asked and, in their roles as advisors, consult with counselors about younger students to make sure that course and activity selections are appropriate. Finally, they provide a sounding board and a sense of perspective as seniors respond to the stress of waiting for college replies.

## **The Library: Sources and Resources**

The NMH Library System is invaluable to classroom faculty whose students are engaged in projects and research. From classes that show students how to mine the rich array of information available through the library, to the media center and information commons' wide variety of tools and services, the librarians are ready supporters of the work of teachers. The library and media center are open throughout the school year, except during vacations.

### **Library Instruction**

Librarians are ready to provide instruction in any aspect of library use to any class at any time, either in the classroom or in the library. Contact them to explain your curricular goals and to make appointments. For example, if you teach classes that fulfill the NMH American history requirement, it is important to contact the librarians to arrange individualized instruction regarding print and digital reference resources for your students before they begin research papers or projects. Librarians can create web guides to support specific class assignments and augment the information literacy instruction they provide.

Teachers are also welcome to bring classes to use library resources without the librarians' instruction, but should let the library know a day or two ahead to avoid conflict with any other scheduled classes. During class periods, faculty members should not send their students to the library unattended.

### **Reserve System**

The NMH library provides a reserve system that enables teachers to make materials available to students under a controlled borrowing system. The library department needs a day's advance notice to get materials on the reserve shelves and asks that teachers complete a request form. Contact librarians for further information and instructions.

When a class is using the reserve system for the first time, teachers should explain its operation to students beforehand. Note that photocopies, magazines, and valuable materials may be placed on closed reserve only.

Also on permanent reserve for library use only are copies of textbooks used in all NMH courses.

### **Media Services**

The media center and the film collection it houses are part of the NMH library. The media center supports your work with students through instruction in the creative use of media for both you and your students, the providing and scheduling of films, and the loan of several different types of media equipment, such as recorders, projectors, and other equipment.

Films may be selected in person from the media center's collection or requested from the

online catalog. Schedule any media center film showing dates well in advance, and plan to attend with your class to provide supervision. Special arrangements may be made for the showing of school-owned DVDs and videotapes in the library after media center personnel have left for the day, as well as for the showing of feature-length films in the evening, with the dean of students' approval. Notify associate deans once your plans are set.

Equipment available for use with your classes includes video camcorders and editors; digital cameras; projectors for the use of slides, filmstrips, and 16mm films; overhead and opaque projectors; and other equipment.

### **Special Services**

NMH faculty members are strongly encouraged to make acquisition suggestions of books or other materials, either in person or by filling out an online request form on the library web pages. The NMH library can locate materials not in its holdings through interlibrary loan. Allow a couple of weeks for requested items to arrive, and be prepared to pay a small fee for non-course-related materials.

Librarians welcome your requests for subject-oriented or special-interest displays to support your work with students. They are also ready to compile a bibliography for you of holdings on specific topics and is glad to receive your suggestions of books or other materials to be added to the collections.

### **Personal Library Use**

In addition to supporting your work in the classroom, the library also seeks to support your special interest and pleasure reading by encouraging your personal library patronage. Your family members living on campus are also welcome to use the library. Faculty members may borrow circulating books for an entire semester. The regular loan period of three weeks applies to other adult community members. Any library loan may be called back early if a student needs a book signed out to you. Loan periods vary for other types of library resources and equipment. For more information about library loans, see the library pages of the school website.

### **Reserving Spaces on Campus**

In order to avoid confusion or double-booking, please go to the NMH Hub (Calendars and Schedules) for a list of departments to contact to reserve spaces on campus for school-related functions. Also, please note:

1. Whenever scheduling events on campus, "cc" ALL of the following:
  - a. Work Control
  - b. Campus Services to include on the Event Calendar
  - c. Registrar's office to include it (possibly) on the web calendar
  - d. Security Office for the Master Calendar
2. To assist Dining Services, please schedule all food-related events within Alumni Hall as much as possible. Also, please book two weeks in advance for most events.
3. Always book your spaces ahead of time

### **Field Trips**

Sometimes student learning can be enhanced by an off-campus trip. A field trip is an off-campus learning experience that is less than one academic day in duration and within approximately 150 miles from campus. Teachers planning field trips must first gain approval from the dean of students and the academic dean. Field trip proposals should include the specifics of time and place, travel arrangements, the number of students involved, anticipated impact of the trip on other campus commitments, and a brief summary of the educational rationale for the trip. Once the request is approved, the following guidelines and procedures apply.

1. Students are expected to honor previously scheduled commitments and obligations.
2. If the field trip or special event conflicts with commitments, such as other classes, co-curricular activities, PE courses, work jobs, rehearsals, etc., the teacher initiating the trip must send a note to the teachers or supervisors affected explaining the rationale for the trip and requesting permission for the student(s) to miss the scheduled obligation. Those instructors or supervisors may deny permission if, for example, the student has frequently been absent or an important rehearsal, exam, or other activity is scheduled.
3. Once the list of students is finalized, the teacher must check Education Edge to determine that appropriate permissions are on file for each student. The permissions required are the driving permission and the “athletic outreach trip” permission. The final list of approved students should be submitted to the dean of students office.
4. If the trip will (or might) keep students out past dorm closing, associate deans must be notified as well, and students must follow the proper sign-out procedures.

## **Travel Programs**

NMH arranges a variety of domestic and international travel programs each year. Below we have described a process for approval of each type of trip that could occur and the policies required in each case.

### **Domestic Trips of Extended Duration**

1. Faculty members, including athletic coaches wishing to organize domestic trips, must contact the dean of global, experiential, and community engagement with a proposal at least six months before the trip is scheduled.
2. The deans, in consultation with the school’s insurance agent, will determine if NMH may approve and sponsor the trip.
3. If the proposal is approved, written confirmation will be forwarded to the proposer.
4. Once written confirmation of approval is received, trip organization by the teacher or coach can commence.
5. A note about residential and advising duties: Leaders of trips will meet their advising responsibilities before the departure of the trip and after the return; advisees of these leaders will be distributed to other dorm staff or to another faculty member for the duration of the off campus trip.
  - a. For trips that are four weeks or fewer, trip leaders do their *weekend* duty rotation before or after the trip. Trip leaders will not be asked to make up weekly duty since they will be on duty 24-7 with the students on their program. For these trips, dorm staffs will cover the weekly duty in the dorm.
  - b. Leaders of trips that are off campus for five or more weeks will have one weekend covered by a faculty member who is hired to cover the duty rotation for

these trip leaders. For these trips, an adjunct faculty member will be hired to cover the weekly duty in the dorm.

### **International Trips**

1. Faculty members wishing to organize international programs must submit a proposal to the dean of global, experiential, and community engagement at least one year before the trip is scheduled. Prior to preparing a proposal, faculty should note that NMH policy prohibits study abroad in countries for which a U.S. State Department Travel Warning is in effect. The list of countries currently on the Travel Warning list is available online at: <http://travel.state.gov>.
2. Faculty should use the Google form entitled New International Travel Program Proposal Form accessible at <https://goo.gl/wvad5i> to submit their proposals. Faculty will be requested to provide information including, but not limited to, a statement of goals or purpose, the proposed destination, a short program description, tentative dates, a draft itinerary, an itemized budget, travel plans, and staffing arrangements.
3. The dean of global, experiential, and community engagement, in consultation with the school's insurance agent, the dean of faculty and other appropriate administrators, will determine if NMH will approve and sponsor the trip.
4. If the proposed program is intended to be credit-bearing and has been approved by the dean of global, experiential, and community engagement, the faculty member proposing the program should also attain departmental support and approval. After attaining support of the appropriate department chair, the proposal should be presented to the academic committee for approval.
5. If the proposal is approved, written confirmation will be forwarded to the proposer.
6. Once approval is granted for the proposal, trip organization may commence.
7. A note about residential and advising duties: Leaders of trips will meet their advising responsibilities before the departure of the trip and after the return; advisees of these leaders will be distributed to other dorm staff or to another faculty member for the duration of the off campus trip.
  - a. For trips that are four weeks or fewer, trip leaders do their *weekend* duty rotation before or after the trip. Trip leaders will not be asked to make up weekly duty since they will be on duty 24-7 with the students on their program. For these trips, dorm staffs will cover the weekly duty in the dorm.
  - b. Leaders of trips that are off campus for five or more weeks will have one weekend covered by a faculty member who is hired to cover the duty rotation for these trip leaders. For these trips, an adjunct faculty member will be hired to cover the weekly duty in the dorm.

## **Appendix D – NMH Protocols and Practice**

### **Mandated Reporting, School Policies, and State Laws**

#### **Hazing Law**

According to Mass. Gen. Laws, Chapter 269, Crimes Against Public Peace

##### *Section 17-Crime of Hazing Definition; Penalty.*

Whoever is a principal organizer or participant in the crime of hazing as defined herein shall be punished by a fine of not more than three thousand dollars or by imprisonment in a house of correction for not more than one year, or by both such fine and imprisonment.

The term “hazing” as used in this section and in sections eighteen and nineteen, shall mean any conduct or method of initiation into any student organization, whether on public or private property, which willfully or recklessly endangers the physical or mental health of any student or other person. Such conduct shall include whipping, beating, branding, forced calisthenics, exposure to the weather, forced consumption of any food, liquor, beverage, drug or other substance, or any other brutal treatment or forced physical activity which is likely to adversely affect the physical health or safety of any such student or other person, or which subjects such student or other person to extreme mental stress, including extended deprivation of sleep or rest or extended isolation.

Notwithstanding any other provisions of this section to the contrary, consent shall not be available as a defense to any prosecution under this action. Added by St. 1985, c.536; amended by St. 1987, c.665.

##### *Section 18-Duty to Report Hazing*

Whoever knows that another person is the victim of hazing as defined in section seventeen and is at the scene of such crime shall, to the extent that such person can do so without danger or peril to themselves or others, report such crime to an appropriate law enforcement official as soon as reasonably practicable. Whoever fails to report such crime shall be punished by a fine of not more than one thousand dollars. Added by St. 1985, c.536; amended by St. 1987, c.665.

##### *Section 19-Hazing Statutes to Be Provided*

Each secondary school and each public and private school or college shall issue to every student group, student team or student organization which is part of such institution or is recognized by the institution or permitted by the institution to use its name or facilities or is known by the institution to exist as an unaffiliated student group, student team or student organization, a copy of this section and sections seventeen and eighteen; provided, however, that an institution’s compliance with the section’s requirements that an institution issue copies of this section and sections seventeen and eighteen to unaffiliated student groups, teams or organizations shall not constitute evidence of the institution’s recognition of endorsement of said unaffiliated student groups, teams or organizations.

Each such group, team or organization shall distribute a copy of this section and sections seventeen and eighteen to each of its members, plebes, pledges or applicants for membership. It shall be the duty of each such group, team or organization, acting through its designated officer, to deliver annually to the institution an attested acknowledgment stating that such group, team or

organization has received a copy of this section and said sections seventeen and eighteen, that each of its members, plebes, pledges, or applicants has received a copy of sections seventeen and eighteen, and that such group, team or organization understands and agrees to comply with the provisions of this section and sections seventeen and eighteen.

Each institution of secondary education and each public or private institution of post-secondary education shall, at least annually, before or at the start of enrollment, deliver to each person who enrolls as a full-time student in such institution a copy of this section and sections seventeen and eighteen.

Each secondary school and each public or private school or college shall file, at least annually, a report with the regents of higher education and in the case of secondary schools, the board of education, certifying that such institution has complied with its responsibility to inform student groups, teams or organizations and to notify each full-time student enrolled by it of the provisions of this section and sections seventeen and eighteen and also certifying that said institution has adopted a disciplinary policy with regard to the organizers and participants of hazing, and that such policy has been set forth with appropriate emphasis in the student handbook or similar means of communicating the institution's policies to its students. The board of regents and, in the case of secondary institutions, the board of education shall promulgate regulations governing the content and frequency of such reports, and shall forthwith report to the attorney general any such institution which fails to make such report. Added by St. 1985, c.536; amended by St. 1987, c.665. January 5, 1988

### **Mandated Reporting**

The school is required by Massachusetts General Laws, Chapter 119, Section 51A, to report to the Massachusetts Department of Social Services any case in which there is reasonable cause to believe that a child under the age of 18 is suffering from neglect or physical or emotional injury resulting from abuse inflicted upon them that causes harm or substantial risk of harm. (see below)

**According to Mass. Gen. Laws, Chapter 119, Section 51A**, any physician, medical intern, hospital personnel engaged in the examination, care or treatment of persons, medical examiner, psychologist, emergency medical technician, dentist, nurse, chiropractor, podiatrist, osteopath, public or private school teacher, educational administrator, guidance or family counselor, day care worker or any person paid to care for or work with a child in any public or private facility, or home or program funded by the Commonwealth or licensed pursuant to the provisions of chapter 28A, which provides day care or residential services to children or which provides the services of child care resource and referral agencies, voucher management agencies, family day care systems and child care food programs, probation officer, clerk/magistrate of the district courts, parole officer, social worker, foster parent, firefighter or policeman, licenser of the office of child care services or any successor agency, school attendance officer, allied mental health and human services professional as licensed pursuant to the provisions of section one hundred and sixty-five of chapter one hundred and twelve, drug and alcoholism counselor, psychiatrist, and clinical social worker, priest, rabbi, clergy member, ordained or licensed minister, leader of any church or religious body, accredited Christian Science practitioner, person performing official duties on behalf of a church or religious body that are recognized as the duties of a priest, rabbi, clergy, ordained or licensed minister, leader of any church or religious body, or accredited Christian Science practitioner, or person employed by a church or religious body to supervise, educate, coach, train or counsel a child on a regular basis who, in their professional capacity, shall have reasonable cause to believe that a child under the age of eighteen years is suffering physical or

emotional injury resulting from abuse inflicted upon him which causes harm or substantial risk of harm to the child's health or welfare including sexual abuse, or from neglect, including malnutrition, or who is determined to be physically dependent upon an addictive drug at birth, shall immediately communicate orally and, within 48 hours file a written report; provided, however, that whenever such person so required to report is a member of the staff of a medical or other public or private institution, school, or facility, he shall immediately either notify the department or notify the person in charge of such institution, school, or facility, or that person's designated agent, whereupon such person in charge or their said agent shall then become responsible to make the report in the manner required by this section.

Any such hospital personnel preparing such report may take, or cause to be taken, photographs of the areas of trauma visible on a child who is the subject of such report without the consent of the child's parents or guardians. All such photographs or copies thereof shall be sent to the department together with such report. Any such person so required to make such oral and written reports who fails to do so shall be punished by a fine of not more than one thousand dollars. Any person who knowingly files a report of child abuse that is frivolous shall be punished by a fine of not more than one thousand dollars.

Said reports shall contain the names and addresses of the child and their parents or other person responsible for their care, if known; the child's age; the child's sex; the nature and extent of the child's injuries, abuse, maltreatment, or neglect, including any evidence of prior injuries, abuse, maltreatment, or neglect; the circumstances under which the person required to report first became aware of the child's injuries, abuse, maltreatment, or neglect; whatever action, if any, was taken to treat, shelter, or otherwise assist the child; the name of the person or persons making such report; and any other information which the person reporting believes might be helpful in establishing the cause of the injuries; the identity of the person or persons responsible therefore; and such other information as shall be required by the department.

Any person required to report under this section who has reasonable cause to believe that a child has died as a result of any of the conditions listed in said paragraph shall report said death to the department and to the district attorney for the county in which such death occurred and to the medical examiners as required by section six of chapter thirty-eight. Any such person who fails to make such a report shall be punished by a fine of not more than one thousand dollars.

In addition to those persons required to report pursuant to this section, any other person may make such a report if any such person has reasonable cause to believe that a child is suffering from or has died as a result of such abuse or neglect. No person so required to report shall be liable in any civil or criminal action by reason of such report. No other person making such report shall be liable in any civil or criminal action by reason of such report if it was made in good faith; provided, however, that such did not perpetrate or inflict said abuse or cause said neglect. Any person making such report who, in the determination of the department or the district attorney, may have perpetrated or inflicted said abuse or caused said neglect, may be liable in a civil or criminal action.

No employer of those persons required to report pursuant to this section shall discharge, or in any manner discriminate or retaliate against, any person who in good faith makes such a report, testifies or is about to testify in any proceeding involving did abuse or neglect. Any such employer who discharges, discriminates, or retaliates against such a person shall be liable to such person to treble damages, costs, and attorney's fees.

Within sixty days of the receipt of a report by the department from any person required to report, the department shall notify such person, in writing, of its determination of the nature, extent, and cause or causes of the injuries to the child, and the social services that the department

intends to provide to the child or their family.

Any privilege established by sections one hundred and thirty-five A and one hundred and thirty-five B of chapter one hundred and twelve or by sections 20A and 20B of chapter two hundred and thirty-three, relating to confidential communications, shall not prohibit the filing of a report pursuant to the provisions of this section or the provisions of section twenty-four.

Notwithstanding section 20A of chapter 233, a priest, rabbi, clergy member, ordained or licensed minister, leader of a church or religious body or accredited Christian Science practitioner shall report all cases of abuse under this section, but need not report information solely gained in a confession or similarly confidential communication in other religious faiths. Nothing in the general laws shall modify or limit the duty of a priest, rabbi, clergy member, ordained or licensed minister, leader of a church or religious body or accredited Christian Science practitioner to report a reasonable cause that a child is being injured as set forth in this section when the priest, rabbi, clergy member, ordained or licensed minister, leader of a church or religious body or accredited Christian Science practitioner is acting in some other capacity that would otherwise make him a reporter.

Any individual mentioned in section 51A of chapter 119 of the General Laws, as amended by section 2 of this act, who was not previously subject to said section 51A and who on the effective date of this act has reasonable cause to believe that child under the age of 18 years is or was being injured as set forth in section 51A, except if this belief is based solely on information exempt from reporting under section 4 of this act shall make the reports required by said section 51 A to the department of social services within 30 days after the effective date of this act. If on the effective date of this act, the alleged victim is no longer under the age of 18 years, the individual required by this section to report shall instead make a report to the office of the district attorney for the district where the alleged abuse occurred within 30 days after the effective date of this act and shall notify the alleged victim in writing of this report.

Reports required by this section shall be subject to the penalties provided in said section 51A.

### **Confidentiality and Mandated Reporting**

Within the school, the only professionals who may legally promise a student confidentiality are the school physician, psychologists, and chaplain, and even they are mandated to report certain knowledge obtained in the patient, client, or pastoral relationship. None of the rest of us can promise students that whatever is shared will be kept confidential.

Teachers often assign personal essays or ask students to keep journals which are read by the teacher. Students regularly share intimate information about their personal or family lives. Sometimes that information includes very painful revelations which indicate that a student has been physically, sexually, or emotionally abused by an adult family member. The school is mandated by law to report that information. The faculty member must let the student's advisor and associate deans of students know what has been learned, and the school's mandated reporter, the dean of students, must be informed. After initial support networks have been put in place for the student, the dean of students will notify the Department of Social Services. Similarly, if a student clearly is writing about seriously harming themselves, or others, the teacher must share that information with the advisor and associate dean of student life as soon as possible.

If, as a teacher, one gives students assignments such as these, it is wise to let students know beforehand what the response must be if they reveal the above kinds of information. Teachers can remind students to talk with their advisor or make an appointment with their associate dean of

students or school dean if they want or need to talk with someone about personal concerns. They should contact the school physician, psychologist, or chaplain if confidentiality is a requirement.

It also happens in conversations in student dorms or elsewhere that students divulge similar personal information to a trusted adult. If the student relays information about an abusive family situation or is talking about harming themselves or others, once again, the adult may not legally promise confidentiality. As the adult in this kind of situation, a teacher should be as supportive as possible, and should tell the student as early as possible that one is concerned and will have to share what has been heard or observed. Although the student may have trouble agreeing with that, the adult should explain that they have no choice, express concern about the student, and clarify the necessity of ensuring that the student receives the proper help and support.

Regardless of the situation, do not promise confidentiality. If the adult has any doubts about how to respond, or if they need help clarifying the situation, confer with the school dean or the mental health professional who is on call.

### **Anti-Bullying Law**

Massachusetts has adopted a strict anti-bullying law (Chapter 92 of the Acts of 2010). NMH has developed specific plans to respond to and comply with the new law. Faculty and staff should read the full text of our policy, listed in the student handbook.

## **NMH Notice of Privacy Practices**

This notice describes how medical information about you may be used and disclosed and how you can get access to this information. Protected Health Information (PHI) is information, including demographic information, that may identify you and that relates to health care services provided to you, the payment of health care services provided to you, or your physical or mental health or condition, in the past, present or future. This Notice of Privacy Practices describes how we may use and disclose your PHI. It also describes your rights to access and control your PHI.

As a group health plan, we are required by Federal law to maintain the privacy of PHI and to provide you with this notice of our legal duties and privacy practices. We are required to abide by the terms of this Notice of Privacy Practices, but reserve the right to change the Notice at any time. Any change in the terms of this Notice will be effective for all PHI that we are maintaining at that time. If a change is made to this Notice, a copy of the revised Notice will be provided to all individuals covered under the Plan at that time.

### **Permitted Uses and Disclosures**

#### *Treatment, Payment and Health Care Operations*

Federal law allows a group health plan to use and disclose PHI, for the purposes of treatment, payment and health care operations, without your authorization. Examples of the uses and disclosures that we, as a group health plan, may make under each section are listed below:

- **Treatment.** Treatment refers to the provision and coordination of health care by a doctor, hospital or other health care provider. As a group health plan we do not provide treatment.

- **Payment.** Payment refers to the activities of a group health plan in collecting premiums and paying claims under the plan for health care services you receive. Examples of uses and disclosures under this section include the sending of PHI to an external medical review company to determine the medical necessity or experimental status of a treatment; sharing PHI with other insurers to determine coordination of benefits or settle subrogation claims; providing PHI to the group health plan's utilization review company for pre-certification or case management services; providing PHI in the billing, collection and payment of premiums and fees to plan vendors such as PPO Networks, utilization review companies, prescription drug card companies and reinsurance carriers; and sending PHI to a reinsurance carrier to obtain reimbursement of claims paid under the Plan.
- **Health Care Operations.** Health Care Operations refers to the basic business functions necessary to operate a group health plan. Examples of uses and disclosures under this section include conducting quality assessment studies to evaluate the plan's performance or the performance of a particular network or vendor; the use of PHI in determining the cost impact of benefit design changes; the disclosure of PHI to underwriters for the purpose of calculating premium rates and providing reinsurance quotes to the plan; the disclosure of PHI to stop-loss or reinsurance carriers to obtain claim reimbursements to the group health plan; disclosure of PHI to plan consultants who provide legal, actuarial and auditing services to the group health plan; and use of PHI in general data analysis used in the long term management and planning for the plan and company.
- **Health Services.** The Plan may use your PHI to contact you to give you information about treatment alternatives or other health-related benefits and services that may be of interest to you. The Plan may disclose your PHI to its Business Associates to assist the Plan in these activities.

*Other Uses and Disclosures Allowed Without Authorization*

Federal law also allows a group health plan to use and disclose PHI, without your authorization, in the following ways:

- To you, as the covered individual.
- To a personal representative designated by you to receive PHI such as a friend or relative or a personal representative designated by law such as the parent or legal guardian of child, or the surviving family members or representative of the estate of a deceased individual.
- To the Secretary of Health and Human Services (HHS) or any employee of HHS as part of an investigation to determine our compliance with the HIPAA Privacy Rules.
- To a Business Associate as part of a contracted agreement to perform services for the group health plan. Each Business Associate must agree in writing to ensure the continuing confidentiality and security of your medical information.
- For research purposes in limited circumstances.
- To a health oversight agency, such as the Department of Labor (DOL), the Internal Revenue Service (IRS) and the Insurance Commissioner's Office, to respond to inquiries or investigations of the Plan, requests to audit the Plan, or to obtain necessary licenses.
- In response to a court order, subpoena, discovery request or other lawful judicial or administrative proceeding.

- As required for law enforcement purposes. Such permitted disclosures include the following:
  - To law enforcement officials for limited law enforcement purposes.
  - To a coroner, medical examiner, or funeral director about a deceased person
  - To an organ procurement organization in limited circumstances
  - To avert a serious threat to your health or safety or the health or safety of others
  - To federal officials for lawful intelligence, counterintelligence and other national security purposes.
  - To public health authorities for public health purposes
  - To appropriate military authorities, if you are a member of the armed forces
- As required to comply with Workers' Compensation or other similar programs established by law.
- To the Plan Sponsor, as necessary to carry out administrative functions of the Plan such as evaluating renewal quotes for reinsurance of the Plan, funding check registers, reviewing claim appeals, approving subrogation settlements and evaluating the performance of the Plan.
- In providing you with information about treatment alternatives and health services that may be of interest to you as a result of a specific condition that the Plan is case managing.

The examples of permitted uses and disclosures listed above are not provided as an all inclusive list of the ways in which PHI may be used. They are provided to describe in general the types of uses and disclosures that may be made.

#### *Other Uses and Disclosures*

Other uses and disclosures of your PHI will only be made upon receiving your written authorization. You may revoke an authorization at any time by providing written notice to us that you wish to revoke an authorization. We will honor a request to revoke as of the day it is received and to the extent that we have not already used or disclosed your PHI in good faith with the authorization.

### **Your Rights in Relation to Protected Health Information**

#### *Right to Request Restrictions on Uses and Disclosures*

You have the right to request that the Plan limit its uses and disclosures of PHI in relation to treatment, payment and health care operations or not use or disclose your PHI for these reasons at all. You also have the right to request the Plan restrict the use or disclosure of your PHI to family members or personal representatives. Any such request must be made in writing to the Privacy Contact listed below and must state the specific restriction requested and to whom that restriction would apply.

The Plan is not required to agree to a restriction that you request. However, if it does agree to the requested restriction, it may not violate that restriction except as necessary to allow the provision of emergency medical care to you.

### *Right to Receive Confidential Communications*

You have the right to request that communications involving PHI be provided to you at an alternative location or by an alternative means of communication. The Plan is required to accommodate any reasonable request if the normal method of disclosure would endanger you and that danger is stated in your request. Any such request must be made in writing to the Privacy Contact listed in this Notice.

### *Right to Access to Your Protected Health Information*

You have the right to inspect and copy your PHI that is contained in a designated record set for as long as the Plan maintains the PHI. A designated record set contains claim information, premium and billing records and any other records the Plan has created in making claim and coverage decisions relating to you. Federal law does prohibit you from having access to the following records: psychotherapy notes; information compiled in reasonable anticipation of, or for use in a civil, criminal or administrative action or proceeding; and PHI that is subject to a law that prohibits access to that information. If your request for access is denied, you may have a right to have that decision reviewed. Requests for access to your PHI should be directed to the Privacy Contact listed in this Notice.

### *Right to Amend Protected Health Information*

You have the right to request that PHI in a designated record set be amended for as long as the Plan maintains the PHI. The Plan may deny your request for amendment if it determines that the PHI was not created by the Plan, is not part of designated record set, is not information that is available for inspection, or that the PHI is accurate and complete. If your request for amendment is declined, you have the right to have a statement of disagreement included with the PHI and the Plan has a right to include a rebuttal to your statement, a copy of which will be provided to you. Requests for amendment of your PHI should be directed to the Privacy Contact listed in this Notice.

### *Right to Receive an Accounting of Disclosures*

You have the right to receive an accounting of all disclosures of your PHI that the Plan has made, if any, for reasons other than disclosures for treatment, payment and health care operations, as described above, and disclosures made to you or your personal representative. Your right to an accounting of disclosures applies only to PHI created by the Plan after April 14, 2004 and cannot exceed a period of six years prior to the date of your request. Requests for an accounting of disclosures of your PHI should be directed to the Privacy Contact listed in this Notice.

### *Right to Receive a Paper Copy of this Notice*

You have the right to receive a paper copy of this Notice upon request. This right applies even if you have previously agreed to accept this Notice electronically. Requests for a paper copy of this Notice should be directed to the Privacy Contact listed in this Notice.

## **Complaints**

If you believe your privacy rights have been violated, you may file a complaint with the Plan or the Secretary of Health and Human Services. Complaints should be filed in writing with the Privacy Contact listed in this Notice. The Plan will not retaliate against you for filing a complaint.

### *Privacy Contact*

If you have any questions about this Notice, please contact Jeanne Simanski, director of human resources.

### *Effective Date of Notice*

This notice becomes effective on April 14, 2004.

## **Health Insurance Portability And Accountability Act (HIPAA)**

The Health Insurance Portability and Accountability Act of 1996 (HIPAA), limits the circumstances under which health insurance coverage may be excluded or delayed for medical conditions diagnosed or present before employees and/or dependents enroll. Under HIPAA, health programs are limited in regards to how long they can impose restrictions on "pre-existing" conditions and they must allow employees and/or dependents to reduce this time even further by demonstrating that they had applicable health coverage prior to enrolling. Employees and/or dependents have the right to receive a certificate detailing prior health coverage from their current plan, as well as any plan they participated in since July 1, 1996. This certificate provides the evidence of prior health coverage needed to reduce or eliminate any preexisting condition restrictions, and may need to be furnished if an employee and/or dependent becomes eligible under a group plan that excludes or limits benefits for "pre-existing" conditions.

The insurance carrier will automatically provide this certificate if an employee or dependent loses their health insurance coverage under our group plan. If employees need a certificate at any other time they may request one from the human resource department.

If an employee or dependent declines enrollment in Northfield Mount Hermon's group health plan because of other health insurance coverage, the employee and/or dependent may in the future be able to enroll provided that the request for enrollment is received within 30 days after the other coverage ends. In addition, if an employee has a new dependent as a result of marriage, birth, adoption, or placement for adoption, the employee may be able to enroll themselves and their dependents provided that the request for enrollment is received within 30 days after the marriage, birth, adoption, or placement for adoption.

If you have any questions regarding enrollment in Northfield Mount Hermon's health plan or the certificates mentioned above, please see the office of human resources.

## **Appendix E – NMH Technology, Privacy, and Campus Security Policies**

### **NMH Acceptable Use Policy**

The following Appropriate Use Policy, written for students and adults, provides guidelines for all members of the NMH Community to ensure the appropriate use of networking at Northfield Mount Hermon. These policies apply to all telephone, voice mail, and data network use. State and federal laws also apply to certain activities on the network.

1. Each member of the NMH community is responsible for all material, both public and private, made available by them on the NMH network or sent via telephone connection. Users may not allow others to use their passwords or accounts. No pseudonyms may be used or anonymous messages sent. Users should be careful not to give out personal information over the Internet and are encouraged to bring any questions to a faculty member, advisor, dean or their supervisor.
2. Accessing the accounts and files of others is prohibited. All users will respect the privacy of other users. This includes keeping passwords secret and not attempting to obtain other people's passwords or circumvent the security of computer systems both inside and outside the school. Taking advantage of another user who inadvertently leaves a computer without logging out will be treated as would any other invasion of privacy, such as entering an unlocked room without an invitation. Community members should not use auto-login functions to store their passwords.
3. Attempting to subvert network security, to impair function of the network, or to bypass a restriction set by an administrator is prohibited. Assisting others in violating these rules by either sharing information or passwords is also prohibited.
4. Improper use or distribution of information is prohibited. Any action that violates a school rule under normal circumstances will also be considered a violation when the activity involves the use of the network. This includes copyright infringements, piracy, and plagiarism.
5. Certain members of the NMH community may be granted access to protected or sensitive information pertaining to students, employees, or other school functions. Use of such information is restricted to lawful and appropriate purposes that benefit the school and its students. Distribution or publishing of such information to third parties, non-employees of NMH, the press, or any others who do not require access in order to serve the interests of the school or its students is prohibited.
6. Use of the Northfield Mount Hermon network for unauthorized commercial or illegal purposes is prohibited. NMH maintains the network for academic purposes as well as for school-related and personal communication. If you have doubts about what is illegal or improper, contact a faculty member, advisor, dean or your supervisor.
7. Any activity such as hazing or harassment that violates a major school rule is applicable to computer, voicemail, and network activity. Users of the network both on and off campus are accountable for statements posted by their account.
8. The use of the network is a privilege not a right. NMH provides the network as a conduit

for communication and for the enhancement of education. NMH has the right to revoke or suspend anyone's network access for violating any of the policies contained in this document including but not limited to:

- Over utilization: excessive use of bandwidth, storage
  - Overloading: denial of service attacks, spamming
  - Security: hacking, backdoors, viruses
  - Privacy: password cracking utilities, text-trappers, port scanners, sniffers
  - Piracy: pirated mp3s or software
  - Inappropriate material: pornography, graphic images, posted obscenities and racial slurs
  - Commercial usage
  - Deceit: use of another's account, alteration of logs
  - The school prohibits the use of wireless access points, routers, firewalls, switches, hubs, and similar network equipment without expressed permission. Such devices compromise network security and may disrupt proper operation of the network.
9. Members of the NMH community accessing the network are representatives of Northfield Mount Hermon and are expected to conduct themselves accordingly. Network users must ask themselves whether or not their actions reflect well on the reputation of the school. Behavior that brings the name of the school into disrepute will be considered a violation of school rules. This policy applies to the school network (intranet), e-mail, web services, and the Internet.
  10. All computers on the NMH network are required to have up-to-date antivirus software installed and active.
  11. Students and their parents must be aware that some of the material on the Internet is pornographic or otherwise objectionable. NMH cannot assume responsibility for limiting any student's access to such material. NMH students and employees will not use the school's network or Internet connection to view, download, transfer, or publish pornographic materials. NMH students and employees will specifically prevent such materials from being displayed on or accessed from computers assigned to them.
  12. Northfield Mount Hermon network resources, including all telephone and data lines, are the property of Northfield Mount Hermon. The school will, to the extent possible, respect the privacy of account holders on the network. However, Northfield Mount Hermon is responsible for the safety of all members of the NMH community and for enforcing all of its school rules governing the network and investigating possible violations. Network users should therefore recognize that Northfield Mount Hermon reserves the right to access any information stored or transmitted over the network.

## **Adults' Online Behavior**

Our school-wide NMH communication system exists to further communication both inside and outside the school. Google Groups in NMH system are meant for the public exchange of ideas among the NMH community. Messages on NMH system are not private, confidential, or confined to the school community. The same guidelines for any school communication tool should be applied to messages written on NMH communication system. Adults must use professional language and tone always. No school employee should use the NMH communication system as an avenue to make complaints about coworkers, students, or the administration. Faculty and staff should channel criticisms or complaints through the avenues that exist to handle them

formally (including faculty and staff committees, department chairs, human resources, supervisors, associate deans, and senior staff). The IT department produces a NMH communication system Netiquette guide that further describes the uses and misuses of groups and email services.

## **Social Networking**

A word of caution about social networking and the online presence and behavior of NMH employees: We are “virtual” as well as flesh-and-blood role models for our students, and employees must maintain appropriately adult and professional online relationships with students and other employees, whether using the NMH system or sites such as Facebook, Twitter, Instagram, etc. We expect that employees’ representations of themselves and the school will be appropriate and professional at all times, whether on NMH email and other systems or in text messages, social media, or whatever the next new communications tool turns out to be.

Even when not using NMH electronic equipment, email, the internet or other social networking tools, NMH faculty, staff, trustees, and students are expected to respect and protect the confidentiality of NMH information and the privacy of information regarding students, staff, faculty, alumni, donors, and applicants, and to never disclose proprietary, privileged, sensitive or confidential information. Members of the NMH community should not present themselves as representing NMH or its views unless expressly authorized to do so. Social media must not be used to bully, harass, or defame another, to discriminate or make offensive references to others with regard to protected classes. The intellectual property rights of NMH and others, including copyrights, trademarks, logos and writings must not be violated.

## **Written Information Security Program (WISP)**

### **Objective**

This Written Information Security Program (the “WISP”) governs the storage of individuals’ Personal Information (defined below) by employees (defined below) and third-party service providers of Northfield Mount Hermon (“NMH”) on NMH’s local and remote systems and networks. The objective of this WISP is to create effective administrative, technical and physical safeguards for the protection of Personal Information (defined below) and to comply with NMH’s obligations under the Massachusetts regulations found at 201 C.M.R. 17.00 *et seq.* (the “Regulations”) and other applicable laws and regulations. The WISP sets forth NMH’s policies and procedures for evaluating electronic and physical methods of collecting, accessing, storing, using, transmitting and protecting electronic and physical methods of collecting, accessing, storing, using, transmitting and protecting electronic, paper, and other records containing Personal Information, and extends NMH’s Acceptable Use Policy (“AUP”). This WISP, like the AUP, is readily accessible to Employees and third-party service providers of NMH, and must be acknowledged annually by all Employees and all third-party service providers of NMH who may handle Personal Information.

## **Purpose**

The purpose of this WISP is to establish administrative, technical and physical safeguards to protect Personal Information that is owned, licensed, received, maintained, or otherwise accessed by NMH, whether such information is contained in paper or electronic records or in any other form. The WISP is intended to ensure the security and confidentiality of Personal Information, to protect against any anticipated threats or hazards to the security and integrity of such information, and to protect against unauthorized access to or use of such information in a manner than creates a substantial risk of identity theft or fraud.

In formulating and implementing the WISP, NMH has tried to 1) identify reasonably foreseeable internal and external risks to security, confidentiality, and integrity of electronic, paper or other records containing Personal Information; 2) assess the likelihood and potential damage of these threats, taking into consideration the sensitivity of the Personal Information; 3) evaluate the sufficiency of existing policies, procedures, information systems, and other safeguards to control risks; 4) design and implement a WISP that puts safeguards in place to minimize those risks, consistent with the requirements of the Regulations; and 5) regularly monitor the effectiveness of those safeguards.

## **Definitions**

### *Breach of Security*

“Breach of Security” means the unauthorized acquisition or unauthorized use of unencrypted data (whether electronic or hard copy), or encrypted electronic data and the confidential process or key that is capable of compromising the security, confidentiality or integrity of Personal Information, maintained by a person or agency, that creates a substantial risk of identity theft or fraud. A good faith but unauthorized acquisition of Personal Information by a person or agency, or employee or agent thereof, for the lawful purposes of such person or agency, is not a breach of security unless the Personal Information is used in an unauthorized manner or subject to further unauthorized disclosure.

### *Electronic*

“Electronic” means relating to technology having electrical, digital, magnetic, wireless, optical, electromagnetic or similar capabilities.

### *Employee*

“Employee” means any full-time, part-time, temporary or contract employee or independent contractor.

### *Encrypted*

“Encrypted” means the transformation of data into a form in which meaning cannot be assigned without the use of a confidential process or key.

### *Person*

“Person” means a natural person, corporation, association, partnership, or other legal entity, other than an agency, executive office, department, board, commission, bureau, division or authority of the Commonwealth, or any of its branches, or any political subdivision thereof.

### *Personal Information*

“Personal Information” means an individual’s first name and last name, or first initial and last name, in combination with any one or more of the following data elements that relate to such person:

- (a) Social Security number;
- (b) Driver’s license number or state-issued identification card number; or
- (c) Financial account number, check or credit or debit card number, with or without any required security code, access code, personal identification number or password, that would permit access to a resident’s financial account.

Personal Information does not include information that is lawfully obtained from publicly available information, or from federal, state or local government records lawfully made available to the general public.

### *Record*

A “Record” means any material upon which written, drawn, spoken, visual, or electromagnetic information or images are recorded or preserved, regardless of the physical form or characteristics.

### *Service Provider or Vendor*

“Service Provider” or “Vendor” means any person that receives, maintains, processes or otherwise is permitted access to Personal Information through its provision of services directly to a Person.

### **Information Security Officer**

NMH has designated the director of information technology, as its acting Information Security Officer (“ISO”). The ISO is responsible for implementing, supervising and maintaining the WISP. In addition, the ISO is responsible for:

- (a) Regular testing of the WISP’s safeguards;
- (b) Evaluating the ability of each of NMH’s third party Service Providers to implement and maintain appropriate security measures for Personal Information to which NMH has permitted them access, consistent with 201 C.M.R. 17.00; and requiring such third party Service Providers by contract to implement and maintain appropriate security measures;
- (c) Reviewing the scope of the security measures in the WISP at least annually, or whenever there is a material change in NMH’s business practices that may implicate the security or integrity of records containing Personal Information;
- (d) Conducting and/or overseeing training sessions on the elements of the WISP for all NMH Employees who have access to Personal Information. Employees are required to certify their training, as well as their familiarity with NMH’s requirements for ensuring the protection of Personal Information.

### **Internal Risks**

To combat internal risks to the security, confidentiality and/or integrity of any electronic,

paper or other records containing Personal Information, and evaluating and improving, where necessary, the effectiveness of the current safeguards for limiting such risks, the following administrative, technical and physical measures have been implemented:

#### *Administrative Safeguards*

- All employees who may have access to Personal Information are given training with respect to the requirements of the WISP.
- A copy of the WISP is distributed to each employee with potential access to Personal Information. Each such employee is required to acknowledge in writing that they have received and read the WISP.
- Pre-employment background checks are carried out on all individuals hired by NMH.
- NMH's policies require all employees to comply with the provisions of the WISP, and prohibit any nonconforming use of Personal Information during or after employment. NMH's policies also provide for the imposition of disciplinary action for violations of the security provisions of the WISP. The nature of such disciplinary measures depends on a number of factors, including the nature of the violation and the nature of the Personal Information affected by the violation.
- NMH limits the amount of Personal Information collected to an amount reasonably necessary to accomplish NMH's legitimate business purposes, and/or as necessary to comply with applicable state or federal laws. Employees are instructed not to create unnecessary paper or electronic copies of Personal Information.
- NMH reviews its security measures on an ongoing basis, as well as whenever there is a material change in NMH's business practices that may reasonably implicate the security or integrity of records containing Personal Information. The ISO has been delegated responsibility for this ongoing review process and shall fully apprise NMH's administration as to that process and any resulting recommendations for security improvements.
- Whenever an employee no longer has a relationship with NMH, NMH requires that the employee immediately return all records in their possession containing Personal Information, in any form.
- Employees are strongly encouraged to report any suspicious or unauthorized use of Personal Information to the ISO and Human Resources.
- NMH requires that the disposal of paper or electronic records (including records stored on hard drives or other electronic media) be made only in a manner that complies with applicable state and federal laws, including the Commonwealth of Massachusetts data destruction law, M.G.L. ch. 93.

#### *Physical Safeguards*

- NMH limits access to records containing Personal Information to those persons who are reasonably required to know such information in order to accomplish NMH's legitimate business purposes and/or to enable NMH to comply with state or federal laws.
- Personal Information maintained in hard-copy form is stored in secure, locked file cabinets or other containers, all of which are contained in secure, locked rooms. Access to such rooms is limited to those employees with a need to have access in order to accomplish NMH's legitimate business purposes and/or to enable NMH to comply with state or federal laws. The keys to such locked rooms, and to the cabinets and containers

- therein, are kept in secure locations.
- NMH employees are prohibited from keeping documents containing Personal Information in plain view when they are away from their workstations. At the end of the work day, all documents containing Personal Information must be either destroyed or stored in locked storage areas or containers in accordance with M.G.L. c. 93I and 201 CMR 17.03(2)(g).
  - NMH does not allow documents containing Personal Information to be taken off-site.
  - Visitors are not permitted to enter any area within NMH's premises that contains Personal Information, unless escorted by an authorized NMH employee.
  - Whenever an employee no longer has a relationship with NMH, the employee's physical access to Personal Information is immediately blocked. The employee is required to immediately surrender all keys, IDs, access codes, badges, and the like that permit access to NMH's premises or information.
  - Access to Personal Information that is granted to a third-party Vendor for a designated, limited purpose (e.g., NMH's tax auditors) is blocked immediately after the Vendor no longer requires access to perform its designated task.

#### *Technical Safeguards*

- Access to electronically-stored Personal Information is limited to those persons who are reasonably required to have such access in order to accomplish NMH's legitimate business purpose and/or to enable NMH to comply with other state or federal regulations.
- NMH restricts access to electronically stored Personal Information to those employees having a unique log-in ID, and has implemented technological safeguards to ensure that re-log in is required when a computer has been inactive for more than ten (10) minutes. In addition, employees are directed to log out or lock their computer sessions before leaving their workstations.
- NMH has implemented a reasonably secure method of assigning and selecting passwords required to access Personal Information. Passwords are required to be alphanumeric and at least eight (8) characters long, and must be changed at least every ninety (90) days. Employees are cautioned not to use obvious passwords, and to keep their passwords confidential.
- NMH has implemented controls around electronic access to user identification such that after multiple unsuccessful attempts to gain access, the user is locked out until a system administrator resets access.
- Personal Information received by NMH in electronic format is either immediately printed and then deleted from NMH's computer network, or stored onto a secure drive that is password-protected and/or limited only to the computers of certain NMH employees who require access in order to accomplish NMH's legitimate business purposes and/or to enable NMH to comply with state or federal laws.
- Employees are instructed to manage their e-mail in-boxes and sent items by limiting the number of e-mails maintained there to 100.
- Whenever an employee's relationship with NMH ends, the employee's remote electronic access to NMH's systems, including access to Personal Information, is immediately terminated. Likewise, the employee's voicemail access, e-mail access, internet access and passwords are invalidated immediately upon termination of the employee's relationship with NMH.

## **External Risks**

To combat external risks to the security, confidentiality and/or integrity of any electronic, paper or other records containing Personal Information, and to evaluate and improve, where necessary, the effectiveness of current safeguards for limiting such risks, NMH has taken the following measures.

- NMH maintains reasonably up-to-date firewall protection and operating system security patches, reasonably designed to maintain the integrity of Personal Information.
- NMH maintains reasonably up-to-date versions of system security agent software, which includes malware protection and reasonably up-to-date patches and virus definitions, installed on all systems processing Personal Information.
- NMH prohibits the storage of un-encrypted Personal Information on laptops or other portable devices. Back-up discs of Personal Information stored on NMH's computer system are encrypted.
- NMH requires that all records and files containing Personal Information that are transmitted wirelessly or across public networks be encrypted, to the extent technically feasible.
- NMH has implemented secure user-authentication protocols, including, but not limited to: (1) protocols for control of user IDs and other identifiers; (2) a reasonably secure method of assigning and selecting passwords; (3) restriction of access to active users and active user accounts only; and (4) blocking of access to user identification after multiple unsuccessful attempts to gain access.
- NMH has implemented secure access control measures that: (1) restrict access to records and files containing Personal Information to those who need such information to perform their job duties; and (2) assign unique identifications plus passwords, which are not vendor-supplied default passwords, to each person with computer access, that are reasonably designed to maintain the integrity of the security of the access controls.
- The ISO monitors NMH's computer systems for unauthorized use of or access to Personal Information.
- NMH does not transmit or convey any Personal Information to suppliers, distributors or other third parties except as expressly required to perform an NMH business function or to provide a service to NMH. Third-party Vendors of NMH provided with Personal Information are required to provide NMH with written certification of compliance with the Massachusetts Data Security Regulations (201 C.M.R. 17.00 *et seq.*).

## **Third-Party Service Providers**

- Before engaging a third-party Service Provider that will have access to Personal Information, NMH conducts reasonable due diligence to assess whether the prospective Service Provider is capable of safeguarding Personal Information in the manner required by this Program. Due diligence efforts may include, but are not limited to, discussions with the prospective third-party Service Provider's personnel, reviewing the prospective Service Provider's privacy and/or information security policies, and/or requesting that the prospective Service Provider complete a security questionnaire or otherwise answer security-related questions.

- Each new third-party Vendor contract to which NMH becomes a party requires the contracting Vendor to protect any NMH-related Personal Information that may come into the Vendor's possession.
- NMH periodically reviews and monitors the performance of its third-party Service Providers who have access to Personal Information to ensure that each such Service Provider is applying protective security measures at least as stringent as those required by this WISP.

### **Incident Response**

Despite explicit guidelines for securing confidential electronic data, breaches can still occur. At such times, it is important that NMH respond as quickly and as professionally as possible. Any suspected breach should be reported immediately to the ISO. Steps that NMH will take in the event of a data security breach include those detailed below:

#### *Determination of Nature and Scope of Breach*

NMH shall document the identity of the person reporting the breach (name, contact information, etc.), record the location, timeframe and apparent cause of the breach, and conduct a preliminary assessment of confidential data that may be at risk.

#### *Communications about Breach to Authorized Individuals*

If NMH experiences a data breach, the ISO will communicate details of the breach to certain authorized individuals, including Security (if physical entry or hardware is involved), NMH's administration (depending on the severity of the breach), law enforcement (depending on the nature and magnitude of a theft) and legal counsel (depending on the severity of the breach).

#### *Investigation of Breach*

The ISO shall take steps to investigate the circumstances and severity of the breach, including, but not limited to: (1) confirming and/or inventorying confidential materials at risk; (2) determining if security measures were defeated or circumvented; (3) gathering forensic evidence; (4) assessing the likelihood of recovering data (or stolen equipment); and (5) engaging outside assistance if needed.

#### *Assessment of Breach*

The ISO shall take immediate steps, if necessary and appropriate, to effect password changes and other security measures to prevent further breaches. The ISO will also identify individuals affected by the breach (e.g., those whose loss of confidential information may put them at risk of identity theft or other adverse consequences).

#### *Notification of Breach*

The ISO, in conjunction with NMH's administration, will determine appropriate methods, if necessary, to:

- Notify affected individuals - notification shall not be delayed on grounds that the total number of those effected individuals is undetermined;
- Notify NMH; and

- Notify the appropriate regulatory bodies, including, but not limited to, the Massachusetts Attorney General, the Massachusetts Office of Consumer Affairs and Business Regulation, and any applicable consumer reporting agencies or state agencies.

#### *Communications to the Public or Regulators*

Communications to the public and/or to regulators about a breach will comply with applicable legal authority and may include the following matters:

- Nature and scope of Personal Information implicated or potentially implicated in the breach;
- General circumstances of the breach (e.g., hacked database);
- Approximate timeframe of the breach;
- Steps taken by NMH to investigate and assess the breach;
- Involvement of law enforcement or other third parties;
- Knowledge of any misuse of Personal Information implicated or potentially implicated in the breach;
- Steps that affected individuals may wish to take; and
- Steps that NMH is taking to prevent future breaches.

#### *Post-Incident Follow-Up*

Whenever there is an incident that requires notification under Mass. Gen. Laws c. 93H, § 3, NMH shall promptly conduct a post-incident review of events and actions taken, if any, with a view to determining whether any changes in NMH's security practices are required to improve the security of Personal Information for which NMH is responsible.

In the case of a data breach involving an individual's Social Security number, the school will offer to provide free credit monitoring services for 18 months.

## **Technical Resource Access and Data Security**

### **Electronic Mail System**

NMH uses Google Apps for Education (GAFE/GMail) as its e-mail (electronic mail) system. E-mail stored in GMail will remain indefinitely based on an individual user's storage space and whether a user explicitly deletes messages. Deleted messages are labeled as 'Trash' and will be available in trash for 30 days. NMH also uses a cloud based backup solution (Backupify), which means deleted e-mail, and drive content can be retrieved for an extended period of time.

### **Content Security**

All e-mail, data and drive content pertaining to NMH business, personnel, or students must be stored in a secure location on school provided technical resources to ensure content security and business continuity. School data is not to be stored on personally owned computers, nor are personally owned computers to be used in lieu of NMH provided resources in the workplace. In conformity with Massachusetts statute governing the security and privacy of personal data, sensitive or personal information pertaining to any of the school's constituencies—including parents, coworkers, or current or former students—must be reside and be stored exclusively on school provided storage technology. When traveling, employees must use NMH approved or provided technical or storage media to ensure data security and recoverability.

To comply with these security mandates, employees are also required to change their network and e-mail access passwords periodically based on the password change protocols. Passwords must not be shared or stored in such a way that they are accessible by others.

### **Additional Instructions for Email and Data Security Electronic Mail (email – GMail - GAFE)**

- Do not attach or send personal information via email.
- The HIPAA Security Act (Health Insurance Portability and Accountability Act) protects individual health information; therefore no health related information should be shared within email.
- Do not share passwords
- Many “smart phones” are now in use at NMH. Cellular networks are not secure so you should limit any email that you do not want made public. DO not use the Smart Phones to send Personal Information to anyone.

### **Data Security**

- Do not store any NMH information (Personal Information included) on personal and/or home computers.
- Do not store personal information locally on your laptop or desktop, only access via Virtual DeskTop if authorized.
- When taking a laptop on school business, do not store any NMH data (personal information included) on the laptop. If you must take personal data and you cannot connect to Virtual DeskTop, store on NMH approved technical storage media

## **Campus Access & Key Policy**

### **Purpose**

The campus access and key policy is designed to ensure the NMH community enjoys the benefits of a secure campus, one in which all who live and work on campus as well as the school’s facilities and properties are protected, safe and secure to the extent possible. The access and key policy serves as the framework that guides how all keys and access credentials generated by Plant Facilities will be managed, issued, duplicated, stored, controlled, returned, replaced and accounted for.

### **Key Management Structure**

For purposes of this document, the term “key” refers to hard keys, electronic access credentials, or combinations at NMH School, or at other locations where spaces are under the control of NMH. The Director of Plant Facilities serves the access control authority (ACA). All key systems will be under the authority of the ACA and this policy. The ACA oversees campus access and key policy, procedures and practices, as well as maintenance of all lock systems. The ACA and others as appropriate, will collaborate with the Safety Department and with individual departments to develop a secure access system that meets school and departmental needs.

### **Authorization and Issuance of Keys/Credentials**

Building or campus space access will be provided only to those who have a clearly defined

need for access and only for the duration of that need. All faculty and staff requesting individual keys or access need to submit a Work Order Request. Should an individual transfer to another department or leave the employ of NMH, all issued keys are to be immediately returned to the individual's supervisor. Key-holders are not permitted to loan or transfer any assigned keys to any other persons at any time.

A maximum of three (3) building/office complex master keys will be issued. It will be the responsibility of department Deans, Chairs, or Directors to request and maintain control of all master keys. Building master keys are not permitted to leave NMH campus grounds under any circumstance and need to be kept on campus in a secure location at all times. Individual key holders will be held responsible for all charges related to irretrievable department master keys and replacing irretrievable keys can be costly.

Dorm Room Master keys will be issued upon receipt of a Work Order from Dorm Heads, approval by the ACA, and will be assigned to dorm faculty members and dorm duty faculty members only. Sub-master keys issued to individuals must be authorized by department Deans, Chairs, Directors or Dorm Heads for persons in their respective areas of responsibility.

Individuals and families residing in student and non-dorm faculty housing will be issued keys sufficient for the number of household residents requiring independent access to the residence. Additional keys will be issued at the discretion of the Director of Plant Facilities (ACA).

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### **Authorization and Issuance of Keys/Credentials**

Access into buildings or spaces will be provided only to those who have a clearly defined need for access and have obtained appropriate authorization. Access will be given only for the duration of that need. All faculty and staff requesting individual keys or access need to have the appropriate Dean, Chair, or Director submit authorization to the ACA and Work Control. Once that is completed the requesting individual needs to submit a Work Order Request. The Work Order Request form can be found by going to NMH Hub>Forms>Miscellaneous>Work Order

Request Form. Should an individual transfer to another department or leave the employ of NMH, all issued keys are to be immediately returned to the individual's supervisor. **Key-holders are not permitted to loan or transfer any assigned keys to any other persons at any time.**

A maximum of three (3) building/office complex master keys will be issued. It will be the responsibility of department Deans, Chairs, or Directors to request all master keys and ensure their proper use. **People issued building master or sub master keys are strongly encouraged to be keep the keys on campus in a secure location at all times (when not in use).** Individual key holders will be held responsible for all charges related to irretrievable department master keys.

Dorm Room sub- master keys will be accessible only to those faculty and/or staff who have been authorized by the Dean of Students and only for the building in which they do dorm duty. The faculty and staff duty personnel will be issued a key fob that will give them access to a lock box (located in the dorm for which they have duty) that will contain the dorm room sub-master. If the dorm room sub-master is accessed from the lock box, by the duty person, it must be returned to the lock box prior to the next duty shift starting.

### **Key Control**

All keys are NMH property and are located and secured within Plant Facilities. Plant Facilities maintains a database of all keys and other security devices and key management transactions. All keys used at NMH must be prepared by Plant Facilities. *Keys are not* to be duplicated outside of NMH. **Key-holders must not loan assigned keys to any other person, or grant access to any unauthorized individual(s). No person shall knowingly alter, duplicate, copy, or make a facsimile of any key to any lock owned by NMH School.**

All keys are uniquely identified by a serial number and will be issued to an individual key-holder who is responsible for that key's proper use and safekeeping. Keys will not be issued without a specific key-holder who assumes responsibility for that key. Keys should not be stored in any unsecured areas. Departments having special circumstances can order secure key control cabinets through the Work Control. Departments may not maintain an inventory of keys. The key-holder is responsible for producing all issued keys during key inventories and audits and is responsible for returning keys to Plant Facilities when access is no longer required. Persons entering or leaving secured spaces are responsible for re-securing all doors and must not prop open any secure access door.

Key-holders must immediately report any lost, missing, stolen or damaged keys to their department head and Work Control. Replacement keys, for employees, will not be reissued without receipt of a new work order request and proof of payment, from the NMH Accounting Office, for the irretrievable key and/or electronic access card. Deans, Chairs and Directors are expected to collect keys from individuals terminating employment or association with NMH School, or transferring to another department within NMH School. Department Deans, Chairs and Directors will need to contact Human Resources or Work Control for the listing of keys that have been issued to these individuals.

Students who lose keys must report the lost key to their dorm head immediately. The dorm head will submit a work order for a re-core and new key for the student. Once the lock has been changed and new key made the student can pick up the key at the Plant Facilities building, during normal business hours. The charge for the new lock and key will be assessed directly to the student's account.

Returned keys must be delivered to the work control office during normal business hours or to the Safety Department after hours, weekends and holidays, in order to ensure proper accounting for keys. Keys are not to be sent through the campus Pony, or any other mail service.

### **Financial Responsibility for Irretrievable Keys**

**Individual persons to whom keys are assigned will be charged for any irretrievable keys.** Charges will be assessed and paid through the NMH Accounting office. The irretrievable key charge may be credited back to the individual if the missing keys are returned to the Plant Facilities prior to the purchase of any replacement hardware. The standard replacement charges are as follows;

- 1) Key that opens a single door - \$50 per lost key
- 2) Building sub-master - \$100 per lost key
- 3) Building Master - \$150 per lost key
- 4) Electronic access card - \$40 per lost card

### **Financial Responsibility for Irretrievable Keys**

Individual persons to whom keys are assigned are responsible for any and all charges associated with irretrievable keys, including key blanks, lock hardware and labor. Charges will be assessed and paid through the NMH Accounting office. The irretrievable key charge may be credited back to the individual if the missing keys are returned to the Plant Facilities prior to the purchase of any replacement hardware. The standard replacement charge for a single key and lock core re-pinning is \$35.00. The standard replacement charge for a single electronic access card is \$40.00.

## **Appendix F – School-Provided Opportunities & Services**

### **Tuition Aid Program**

The school offers a separately funded tuition aid program for current faculty and staff. The financially dependent children or stepchildren of eligible employees who reside with the employee may attend Northfield Mount Hermon as day students with significant financial aid for a period of up to four years, currently 100% of day student tuition, provided the child meets the usual admission requirements. This does not normally include a fifth or “post-graduate” year of high school, unless otherwise determined by the head of school. The cost of books, regular fees, travel, and other expenses are the responsibility of the employee.

All tuition / fees that are the responsibility of the employee can be paid in full at the Business Office or an employee can request a tuition / fees payment plan from the Business Office for which the fees can be paid through payroll deductions. Payroll deductions cannot exceed the School’s fiscal year end (June 30th) for which the tuition / fees are applicable.

The financially dependent children or stepchildren of eligible employees may also attend Northfield Mount Hermon as boarding students, on a space- and aid-available basis, as determined by the Director of Enrollment and Head of School. Tuition will be charged at 25 percent of the established boarding rate. This benefit is available for only two years. If an employee wishes to have a child board for a period that exceeds two years, the employee will be required to pay the full boarding tuition, less any regularly applied financial aid from the school.

The student must apply for admission through the normal application process by the application deadline and meet regular admission criteria.

#### **Eligibility**

Full-time employees are eligible for the tuition benefit provided they are hired prior to March 1 of the year in which the benefit would apply. Part-time and temporary employees are not eligible. Exceptions to this policy may be approved by the Head of School or their designee.

### **Dining Services**

NMH extends the benefit of its dining facilities to employees whose jobs require them to be at work while school is in session during a meal period.

Faculty and staff who reside at the school, as well as employees whose scheduled work on campus takes place during a meal hour, may take their meals in the school’s dining hall at no cost when meal services are in operation. Guests of employees are welcome to participate on a fee basis in the school’s meal service.

The school expects that those who visit the school’s dining facility demonstrate courtesy and respect for others and exercise self-responsibility. All employees should return their own dishes, take responsibility for the condition of the tables and floors, and monitor the safety of their children and the behavior of students. Employees should not remove food, supplies, dishes, or silverware from any food facility. Food is to be consumed in the dining hall. Taking meals to go is not allowed. Proper attire, including shoes and shirts, is required when employees, community families, and guests use the dining halls.

**Meal Fee.** All guests need to sign in on the sheet located in the North End entrance on the podium. The fee for each meal is posted on the sign in sheet or may be obtained by calling the dining services offices; the fee may be charged to an employee's payroll account.

For safety reasons, the rear kitchen entrance is reserved for the use of kitchen personnel and for deliveries. Employees are requested to use the patron entrances.

#### Eligibility

Faculty, staff, and their families in residence may take their meals in the school's dining facility; all other employees may do so only when work schedules include a meal period.

## **Purchasing**

The school coordinates its purchasing practices in order to benefit from volume discounts. To ensure the advantages of discounted pricing, the school has a purchasing office and required purchasing practices. Contact purchasing to receive a detailed copy of the School Purchasing Policies.

## **School Loans**

A personal loan of up to \$2,000 is available to employees that are in good-standing and upon request and approval by Human Resources and the Business Office. Loans are provided interest-free and must be fully repaid within 12 months of the loan issuance for non-contract employees or within an employee's contract period (for contract employees). Loan payments are deducted from an employee's paycheck. An employee may not have more than one personal loan outstanding with the school at a time.

An employee who takes a personal loan from the school acknowledges that if employment is terminated, any and all of the employee's final paycheck necessary to satisfy the remaining balance of an outstanding loan will be deducted from the employee's final paycheck. In the event that the employee's final paycheck is insufficient to cover the outstanding loan, the employee is required to pay that remaining balance within 30 days from the date of termination or will be subject to litigation.

*Loan Request Form.* Loan request forms are available from the human resources office and need to be completed and submitted to the human resources office for approval, prior to submission of the form to the Business Office.

The employee's request will be forwarded to accounts payable for processing if approved by the office of human resources and the Business Office.

#### Eligibility

Employees who have successfully completed their introductory period and in good standing with the school may participate in the program.

## **Campus Nursery School**

The school maintains a licensed nursery school available on an application and fee basis for use by employees and the community. The nursery school enrolls infants as well as children through kindergarten. Information on schedule, fees, and application is available at the NMH Campus Nursery School.

## **The Chaplain's Office**

The chaplain's office is responsible for the spiritual growth and development of the school's students. The chaplain is available to provide services such as weddings to the school's community. Employees in need of other support services or psychological counseling should access the school's employee assistance resources. See the office of human resources for further information.

### **Chapel Rental**

Memorial Chapel, in addition to several outdoor sites on campus, may be used by the following members of the school community for weddings at times other than when school is in session or when students are on campus:

- alumni
- current employees and their immediate families (sons, daughters, mothers, fathers)
- active members of the Church of Christ at NMH
- present and past trustees and their immediate families

Eligibility and availability should be cleared through the chaplain's office before other wedding details are arranged. Further written details and an application form are available through the Plant Facilities office.

Couples wishing to have their reception on campus should make arrangements through Dining Services.

### **Laundry Services**

Northfield Mount Hermon contracts with a vendor to provide laundry and dry cleaning services available on a fee basis to all employees. Alteration services are also available.