



Staff Handbook

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Introduction

This handbook is meant as both an introduction to and reference for CreatEd Institute policies. Staff will review this manual as a part of their on-boarding process at the beginning of their time with CreatEd Institute. Additionally, at yearly reviews, staff will be asked about their compliance with the policies herewith outlined and asked about any areas for improvement (in their or CreatEd's compliance) or reform (of the policies). Additionally, for any extended trips taken as part of the CreatEd program, staff are expected to bring a copy of this handbook and the Program Catalog and Handbook with them. In addition to the initially provided copy, this handbook is also available online with CreatEd's online resource library.

Mission Statement

CreatEd Institute provides a transformative, discovery based Christian approach to cultivating habits of learning and innovation for the 21st Century.

Through our programming, CreatEd Institute aims for students who participate in our programming to have the following outcomes:

1. Demonstrate self-direction as a life-long learner
2. Demonstrate effective communication and social skills
3. Demonstrate critical thinking and integrative analysis skills in scholarly, professional, and personal endeavors
4. Demonstrate a global and diverse perspective
5. Develop a robust Christian worldview that practices biblical literacy, ethics, and character development

In all our activities, policies, and programs, we strive to advance our mission and institutional goals.

Hiring Policies and Procedure

The purpose of our hiring policies and procedure is to establish guidelines for the employment process¹ and to assure that the recruitment and selection processes are consistent with the mission and vision of CreatEd Institute, in addition to CreatEd's

¹*Exceptions to this process, as required by certain circumstances, but always with an equivalent level of rigor and within the limits of good faith and the law may be granted by the President with the awareness and approval of the hiring team.

commitment to inclusion and diversity (see the written form of that commitment below).

Staff involved in the hiring process must follow the guidelines established in **CreEd's Commitment to Inclusion and Diversification** Statement (included below). To that end, staff will refrain from asking questions related to the following about the candidate:

- history with public assistance programs
- national origin/ethnicity
- current/expected/desired pregnancy in the immediate family
- age (except where required by law or contractual duties, e.g., for information for medical insurance, or as a potential driver)
- disability (except where required accommodations would change the nature of the program – see the Essential Eligibility Requirements document for details)

When a position has an opening, or when the need for a new position is determined by the President and/or the Board of Directors under the advisement of any relevant others, the President shall call for the job description to be reviewed (or drafted). After the job description has been approved as updated with all relevant information, the Marketing Team shall post the opening and job description to CreEd Institute's website (<http://www.created.education>). The President shall also advise the Hiring Director (currently the Director of Operations) to post to select job boards relevant to the position, depending on budgetary constraints.

At (or before) the next staff meeting, the Office Coordinator shall inform the current staff about the opening and request referrals should any staff know of someone suited for the position.

The job postings shall refer applicants to email their applications to careers@created.education or post them to the main office. Mailed application materials will be scanned and digital copies sent to careers@created.education. The Director of Operations will keep all received application materials in secure online repositories, sorted by applicant name, including any relevant notes about the applicant, their referral, and/or their application materials. The Director of Operations will respond to each serious applicant, acknowledging receipt of their application, and taking responsibility for continuity of continuing communication.

The Director of Operations will forward all applications to the other members of the hiring team (the Provost, the Director of Vision, and the President). The hiring team shall “reply-all” with comments on the applicant(s) merits and qualifications,

recommending them for continuing or for rejection from the applicant pool. Candidates without the required qualifications or acceptable equivalence are automatically ruled out.

At a time determined either at origination of the job posting or set by the Provost, a vote will be called on which candidate(s) will move into the second stage of review.

The second stage of review will generally commence with scheduling and performing a phone interview of the candidate with the Provost (and/or the President) and the Director of Operations. If the staff on the call believe the interview merits further consideration, the Director of Operations will be directed to give the applicant(s) a copy of the New Staff Questionnaire and all Handbooks for the applicant(s) review.

Once the New Staff Questionnaire has been completed and turned in, the Director of Operations will process for red flags and distribute (with notes from the phone interview) to the hiring team. If the team votes in favor of the applicant, the applicant moves to the third stage of review.

The third stage involves an in-person site visit,² consisting of a site tour, visiting a current class session (when possible), a meeting with the faculty and administrators discussing (among other things) the applicant's completed New Staff Questionnaire, a confirmation that the applicant has read the staff and program handbooks and agrees to abide by them if hired, and authorization for CreatEd Institute to run a background check should they be selected for the position.

After this, the hiring team will hold a meeting to discuss the candidates and decide on their first, second, and third choices for the position, and recommend them to the Board for approval. The final salary range or firm offer will also be decided. Upon approval, the Director of Operations will officially offer the candidate the position, conditional on a clean background check, with the following:

- a letter explaining the length/indefiniteness of employment
- a summary of employment benefits
 - for faculty positions, this summary will emphasize policies on academic freedom and academic leave

² This requirement may be waived for logistical necessity or in cases of non-faculty roles.

The First Day

Paperwork

During the first day of employment (the date to be arranged with hiring supervisor), the new staff person will be provided with employment paperwork. Please bring a valid picture ID and Social Security Card, OR a passport, OR other equivalent ID as required by law to confirm employment eligibility.

Online ID and Email

An email with login information to Populi Web will be sent to your personal email. We use Google to host our email and calendars; please use your CreatEd email and calendar to communicate and schedule with the organization. Please contact the main office for assistance in setting up your email and calendar. By default, all starting employees will have a first initial and last name comprise their email prefix, but additional options may be available upon request, such as account aliases for common nick names or misspellings and position-based email titles (known in Google as “aliases;” e.g., Operations@created.education). Current staff will be notified of the new arrival and expected help new employees feel welcomed and oriented to CreatEd.

Phone and Computer

Certain full time positions will be provided with a laptop computer upon starting at CreatEd. Instead of landline office phones, employees utilize their cell phones. There are two phone options for employees: CreatEd will cover a monthly phone plan through Verizon Wireless or will provide a \$50/month reimbursement for existing plans. Employee family members are also eligible to join the CreatEd Verizon plan at discounted rate.

The First Week

Getting to Know Your Workplace

It is our desire at CreatEd to have our employees fully understand the mission and vision. In addition to that, we want all of our employees to be familiar and comfortable with their new environment. During your first week of employment, we want you to get to know your workplace.

Presentation

During your first week, if you have not already, you will have a chance to view our admissions presentation, which communicates the mission and vision of CreatEd; the heart behind what we do.

Facilities Tour

In addition to the presentation, you will also have the chance to receive a tour of our facilities. This tour of our campus will include residence halls, administrative buildings, historic structures, and our office space. The Operations Director will give this tour.

The Work Day

Administrative office hours are Monday through Friday, 9am to 5pm. Due to the nature of their job, some employees are expected to be willing to work during different hours in order to have quality interaction with students, get a project done, etc. The student is our number-one priority and sometimes there will be needs after the traditional workday ends. We want our employees to be excited and passionate about owning their work and finding fulfillment in the mission and vision of CreatEd. We want you to find joy in knowing that God is using you to help change the lives of students every day.

Phone Directory

Upon arrival, your contact information will be added to the employee directory. In addition you will receive the contact information of your coworkers. Please be sure to add this information to your contacts lists for quick accessibility.

Website Biography & Picture

Employees will have their picture taken and will be required to send in a short biography (in 300 words or less) describing who they are, their background, and what they contribute to the CreatEd community.

Mailing Information

The office mailing address for CreatEd Institute is

84 Blue Ridge Assembly Dr.
Black Mountain, NC 28711.

If you need to have any mail sent here prior to your arrival, you can send it to this address. Mail sent to employees will be available to them at the front desk in the CreatEd administrative office. Staff are responsible for notifying any correspondence of an address change if they will no longer be receiving mail at the main office.

Resources

In addition to the current curriculum, staff will have access to CreatEd's resource library, including manuals and supplements applicable to pedagogy, the teaching of various liberal arts, and residence life. Staff will also have access to the extend selection of readings from which the current curriculum is drawn, and are encouraged to make use of the above resources for their own edification and to deepen the well from which they draw in their interactions with other students. Additionally, CreatEd Institute has partnered with nearby Montreat College for full

access to their library. Staff are encouraged to make full use of their resources, and can register at Montreat College.

Benefits

Health Insurance Summary

CreatEd offers Health Savings eligible high deductible health insurance through HealthPartners. This benefit is offered to full-time permanent employees and their families. Health Insurance enrollment takes place annually (typically at the end of the year).

Parental Leave Policy

An employee who has served at the company less than 12 months is entitled to 6 weeks unpaid maternity leave (or 5 days unpaid paternity leave) for the birth or adoption of a child. Paid parental leave is available to employees after they have served at the company 12 months. Paid maternity leave is granted at 100% for up to 12 weeks; paid paternity leave is granted at 100% for up to 10 days. Parental leave is not factored into an employee's vacation days.

Extenuating circumstances (health of the child or mother, academic calendar considerations, orientation, graduation, etc.) are factored on a case-by-case basis. A plan for alternate/temporary coverage of the employee's work duties will be facilitated prior to the start of parental leave.

Time-Off Policy

Created Institute, Inc. conducts operations with the goal of maintaining a small, diligent, in-house workforce for its core operations. Created upholds a lean business mentality in a discipleship-focused and academically-vigorous environment.

Full Time Faculty

While in a 18-month cycle, faculty may take off the first week of each 2-week break between semesters.

They should be back on campus in the second week. Exceptions can be made for professional engagements. Following the end of a 18-month program, faculty are welcome to a one-month sabbatical during which they are not expected to keep office hours or attend staff meetings. Following this month, prior to the start of the next cohort, faculty are asked to take on additional duties in other departments in addition to whatever professional development opportunities they are also pursuing. While in a 18-month cycle, faculty may take time off for the national holidays that Created observes. Faculty are also permitted to arrange for other faculty to take their responsibilities for one week once every two semesters with the permission of the Provost.

Staff

Full time, non-faculty staff receive up to 10 business days of vacation in a calendar year and must schedule time off at intervals to ensure no department is left unattended.

All Staff

For both staff and academic faculty, vacation must not be scheduled during critical times such as the weeks leading up to orientation or graduation. Requests for vacation should be submitted to supervisor. Extended medical leave, military leave, sick leave, and jury duty leave are not factored into vacation days and will be addressed on a case-by-case basis.

Holiday Observances

CreatEd will observe the following national holidays (offices closed, cohorts not in session): New Year's Day, Good Friday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day.

If a major conflict is found with an individual class schedule, the national holiday may be observed on a different day or forfeited altogether. CreatEd elects not to observe the following national holidays (offices remain open, cohorts are in session): President's Day, MLK Jr. Day, Columbus Day, Veterans' Day

Reviews

Once every year of employment for employees in their two years employed by CreatEd (and every other year thereafter), the supervisor for each staff person will arrange for a staff review meeting. At this meeting, the supervisor will discuss prepared comments about the staff person's performance at executing the responsibilities delineated in their job description. The supervisor should seek to give direction for improvement and development during the review, as well as ask if the staff person has any comments or concerns about the staff person's role in the organization or the organization as a whole, and invite them to write up a formal review for the record.

Standards and Procedures

Enrollment/Recruiting

All staff involved with potential participants and applicants must be familiarized with the Program's Essential Eligibility Requirements document, and to make sure that Program expectations are clearly communicated throughout the recruitment process. It is vital that the Program only takes on participants who are interested in and have the potential for vigorous engagement in the Program. In order to keep these high standards of enrollment, it is CreatEd's policy not to pay its recruiters commission on recruitment.

Requisition Approval, Spending, and Reimbursement

All CreatEd purchases must be preapproved by the President (or someone acting on written authority of the President). This can be done using the completed Requisition Approval Form, which includes information such as what vendor (if the vendor is known) and how the purchase will be made (e.g., cash, company card, or personal expense for reimbursement). Before seeking approval for spending, staff should seek out information that could lead to potentially lower costs, such as:

- Whether CreatEd always has (or has access to) similar equipment or services
- Whether the purchase is of a service CreatEd staff can perform
- Whether there are possible discounts, coupons, or otherwise less expensive purchase options
- Whether purchasing items in bulk or advanced contract would be a better option

After getting approval, purchases can be made. Since some purchases need to be made in person (such as meal expenses while traveling on business), staff may spend up to the approved amount, and submit an expense report with receipts for reimbursement. When possible, strive to spend less than approved estimates, and be considerate in choosing locations, quality, and variety of purchases.

A physical copy of the signed Requisition Approval Form, all relevant receipts, and a final Expense Report Form should be given to Paul Kloster for processing.

Professional Conduct

All staff (including contractors) are expected to maintain professional conduct in their role with CreatEd. This includes their interactions with students and/or other staff, whether on or off campus, including (but not limited to) the following prohibitions against promoting or participating in: lewdness, intoxication of any kind, violence, and theft. Staff are expected to follow all official guidelines as laid out in the Staff and Program Handbooks, and to encourage students to follow the same. To that end, staff are prohibited from drinking alcohol in the company of students who are not allowed to drink alcohol by CreatEd policy. The same expectations about professional conduct apply to persons or parties with which CreatEd Institute contracts, and leadership and/or staff involved in developing those contract relationships must take reasonable steps in ensuring the good record and reputation of professional conduct with such parties.

Policy on Relationships (Non-fraternization Policy)

In order to preserve a healthy and enriching environment for both participants and staff, CreatEd Institute prohibits romantic and/or sexual relationships or the pursuit thereof between staff members and participants or recruits. Additionally, the mere fact of a participant's completion of CreatEd Institute programming does not negate the formerly established roles of leader and student, and therefore makes romantic

relationships (or the pursuit thereof) complicated and potentially unwise. Therefore, it is CreatEd's policy that no romantic relationship (or the pursuit thereof) is allowed any current staff within six months (or one year for faculty or leadership staff) of a previous student's involvement in the program (regardless of completion or withdrawal).

The one exemption to this policy is if the staff member only joined CreatEd after the last participation of the student and was demonstrably and publically in such a relationship before becoming staff. In those exceptional cases, if the staff person is in a position which makes decisions regarding the participant or former participant, those decisions must instead be handled by that staff person's immediate supervisor, and the staff person and participant must abide by all CreatEd codes of conduct, including limited visiting hours and prohibitions on premarital sexual activity.

Staff who violate this policy will be subject to discipline, up to and including termination of employment. Nevertheless, participants and staff are encouraged to stay in contact with past participants and continue mentoring relationships in a public, friendly, Christian, and professional manner.

Additionally, interactions between students and staff or faculty for the purposes of academic discussion, spiritual formation, personal mentoring or discipleship should take place in a semi-private venue (i.e. office with an open door and/or unobscured window). Students are also welcome to meet with faculty in pairs or groups.

Promissory Language Policy

Whereas the many variables involved in each potential and actual participant's life as well as the unknowns and variables involved in CreatEd's program, staffing, facilities, and geographical location put many matters out of our hands, CreatEd is committed and asks all its staff to commit to wise use of language in communicating our goals, program offerings, and commitments to potential recruits, participants, and their families. Specifically, we will refrain from implied or explicit promises, guarantees, or other promissory language in publications and rehearsed as well as unrehearsed communications regarding the following, despite our best efforts, good faith attempts, and commitment to:

Physical and Psychological Safety

While we make reasonable precautions and efforts to ensure safety where possible, it is important that we are aware and never deny that events, whether sudden or gradual, by accidental or intentional means, whether internal or external to the program or its environs can cause harm or discomfort to students.

Informational Security and Privacy

While we make reasonable precautions and efforts to ensure the privacy and confidentiality of students' information, anything disclosed in confidence, and any and all information protected by law, it is important that we are aware of and never deny the possibility of a breach of privacy. This may occur maliciously, such as through break-ins to secure repositories, hacking or illicitly gained access to files, or planted recording devices, or it may occur accidentally through technological failure, eavesdropping, miscommunication, or other means.

Probability or Actuality of Career, Financial, or Academic Success Resulting from the Program and Its Effects

While we strive to make our program one that will enrich participants' lives and equip them for many walks of life, we have no way of guaranteeing either how our efforts will impact a participant, nor how their life after the program will unfold, nor how other institutions will judge their experience (and its effects) with our program. Additionally, we must not represent that any institution of higher learning will necessarily accept CreatEd course credits as transfer credits, except those institutions that have signed agreements to do so.

Enjoyment or Other Particular Subjective Experiential Outcomes of Participation

While it is our hope and goal to make our program enriching, enjoyable, and educational, it is impossible to guarantee how participants will feel or otherwise experience the program or its effects.

In lieu of promising or guaranteeing the above, we should address specific considerations made toward those ends, and provide accurate:

- concrete examples
- testimonials
- and/or statistics

to represent our intentions, methods, and past outcomes as preferred and plausible outcomes of participation in our program.

Information Privacy, Security, and FERPA Standards

In order to best protect our students and their privacy, staff are required to meet or exceed the privacy and communication requirements of FERPA.³ To achieve best results, requests and exposure to students' protected information should be limited to the minimum essential personnel acquiring the minimum essential information required to operate efficiently, safely, and legally. When communicating with students, it is important that they are made aware of their rights and privacy

³ CreatEd does not receive any federal or state funding. Nevertheless, for the sake of the students' privacy and security, CreatEd seeks to voluntarily comply with FERPA standards.

protections, and that if they wish to invite (or otherwise involve and grant access for) their parents or guardians to their academic or other personal data, that they sign proper disclosure documentation releasing such information to them.

Students' protected information includes health information such as (but not limited to) medications, health histories, conditions, and mental health. It also includes information related to their education, such as (but not limited to) grades, transcripts, honors, academic probations, attendance, and financial information.

All such protected information must be securely stored with limited access. Physical records will be stored securely in a locked room. The locked room keys are only available to the Provost and the Director of Operations. The lock boxes keys are restricted to relevant personnel.

Digital records must be kept after a students' departure for records and transcripts. Information for current, future, or potential students will be stored in password protected digital repositories with access restricted to the personnel who update the relevant files and their superiors. Former students' information may be transferred to a password protected portable hard drive, which will be locked in a box in the aforementioned secure records room.

If a breach of information and data security is suspected, staff must make a written report to the Provost and Director of Operations. Every reasonable effort should be immediately made to contain the situation (e.g., re-lock doors, change relevant passwords, etc.) If a breach in security is confirmed, any student or potential student (past or present) whose information privacy was potentially breached will be notified via their email on file with CreatEd. The Administrative Officer will conduct an analysis of the breach to make a full report and a plan to avoid future breaches.

Staff and Support Ratio to Students

One of CreatEd's distinctives is the small cohort size and close relationships fostered in-cohort and with on-campus staff. To that end, cohorts must have, at minimum, one faculty, one mentor, and one spiritual counselor available to them in addition to support staff, which will include at least one RA of each gender. Larger cohorts (25+) will have at least one additional faculty person. Cohorts will not exceed 40 participants.

Legal Compliance

While these and other published policies endeavor to cover the compliance of all operations with relevant governing laws and regulations, including federal, state, and local codes, it may be from time to time a situation arises wherein a relevant regulation is not explicitly addressed by formal policy. Staff are encouraged to report and suggest policy/procedural updates in such cases. Additionally, staff are

encouraged to look to resources such as https://www.municode.com/library/nc/black_mountain/codes/code_of_ordinances to keep advised of local laws. Staff are required to comply with all local laws, including in any instances where program activities may take them to a different locale.

Documentation of Student Behaviors and Incidents

The CreatEd Institute seeks to be a holistic program that seeks to further the development of participants' whole character. To that end, and in the interest of accurate records, fairness, and consistency, there are some incidents or behaviors which require formal documentation according to the guidelines below, noting that different events warrant different levels of documentation requirements.⁴

For minor infractions against policies, laws, or decent and honest conduct, staff must *at least* write up time-stamped notes (time-stamped by, e.g., email, dated signature, cell phone text, etc.) available for future records and reference, if needed.⁵ At staff/faculty discretion, they may choose to make a formal report to supervisors, including the time, context, and details of the infraction(s), along with the immediate response taken and reaction of the participant. Repeated infractions after staff warnings/confrontation must be reported to supervisors along with records of the previous infractions. Examples of such minor infractions include:

- Minor academic violations (up to one count of plausibly unintentional plagiarism of an outside source)
- Profanity/vulgarity
- Dress code violation(s)
- Trespassing into non-critical unauthorized area(a) or present after open hours

Other infractions which carry the possibility of more serious repercussions must be reported to the Provost as soon as possible, and initiate a formal disciplinary inquiry. Documentation on such events must be timely, time-stamped, detailing the name of the participant and identifying others who may have been involved or witnesses, the nature of the event or behavior, and a record of any actions taken by staff, such as those to de-escalate or contain the situation or to remove the participant from the class or event. Examples of serious events/behaviors include the following:

- Violent, threatening, and/or risky actions or behaviors
- Intoxication
- Nudity/Indecent exposure
- Voyeurism/breach of privacy
- Racial or sexual discrimination (slurs, exclusion, bullying, etc.)

⁴ CreatEd Institute is not required to meet the requirements of the Clery Act, but nevertheless strives to keep clear policies and records regarding reports of and responses to criminal activity.

⁵ Such records may also end up serving to protect the staff person and/or the Institute in the case of possible legal action

- Blatant plagiarism, repeated plagiarism, and/or plagiarism of a program participant

When in doubt about whether a participant behavior or incident warrants a formal report, staff are encouraged to *at least* document the occurrence and consult with the Provost.

In addition to the above, some non-fault (or uncertain fault) incidents may arise which also require a report, such as certain medical events in the classroom or during a program event, damaged/stolen property with an unknown cause, or other events which disturb the regular operation of the cohort or program as a whole. Staff are encouraged to write a report detailing the time/date and nature of the event in a timely manner and report incident to the Provost at least by the next monthly meeting or sooner for more urgent or expensive incidents.

Transportation Policies

All transportation of students, recruits, or their family/guardians done by CreatEd staff must take place in vehicles in which seatbelts are available and properly employed by all drivers and passengers. All drivers for any program events must be fully awake and not have their driving abilities impaired, such as by intoxication, medication, or injury. Drivers must have current driver's licenses valid for the intended vehicle. If another staff person becomes aware that a potential driver does not meet the above criteria, that staff person should alert the other staff, ask the invalid driver to not drive, and attempt to prevent participants from being passengers of the impaired/invalid driver. Vehicles used for program use must be well maintained, under the direction of the Program Manager.

Additionally, drivers must meet the USDOT standards, including no more than 10 hours of driving after 8 consecutive hours off duty, and no more than 70 hours of driving within an 8 day period.

Any staff person attempting to break these policies is subject to disciplinary action up to and including termination.

When planning routes soon after extreme weather, staff must take reasonable efforts to make sure that the roadways are safe and drivable. Off campus activities will be canceled or delayed in the event of extreme weather or unsafe roads.

Guests of CreatEd Institute

All guests of CreatEd Institute, whether of students or employees, including those contracted to work for CreatEd Institute, who are staying the night on site, must check-in with staff. Guests are expected to abide by community standards during their stay, and their host(s) are responsible to inform guests of all relevant community standards. A copy of policies relevant to guests must be available from the main office during the guest registration process.

Staff Grievance Procedures

Because the CreatEd Institute is a small organization, it is vital that communication, complaints, and grievances be handled professionally, graciously, and expeditiously. Resolution should be sought through informal communication with the supervisor or administrative officer who may be able to help clarify or rectify a situation before a written complaint is filed (Matthew 18:15). Discussion between those involved in a grievance is essential in the early stages of a dispute and is encouraged at all stages when safely possible. This procedure should be as expeditious as possible. If the dispute cannot be resolved to the offended/grieved parties' satisfaction through informal procedures, or if the person with the grievance in any way feels unsafe about pursuing this direct and informal complaint procedure, the following procedure must be followed:

Formal Complaint Procedure:

- 1) A staff person who wishes to make a formal grievance with CreatEd must present the grievance in writing to the immediate supervisor of the person whom the grievance is directed toward. The following information should be included in the grievance:
 - a) The date of filing the grievance (month, day, year).
 - b) A narrative description of the grievance, including all relevant information, including the date when the dispute became evident. All evidence relevant to the grievance, related proof, and witnesses shall be included in the written statement.
 - c) A proposed statement of the desired resolution.
- 2) The written grievance will be submitted to the immediate supervisor who is responsible for the individual to whom the grievance pertains.
 - a) The immediate supervisor will send a written acknowledgement to the filing party within five (5) working days upon receipt of the grievance.
 - b) This acknowledgement will indicate that the grievance has been received, the nature of the grievance, and that the filing party will receive a written response with a proposed resolution within approximately seven (7) working days from the time the grievance was received.
 - c) A copy of the written grievance and acknowledgement letter will be sent to the Provost (or, in case of the grievance being against the Provost, the President).
- 3) Administrative disposition of the grievance generally consists of an investigation into the source of the complaint, previous efforts to resolve the dispute, and any contingencies that may aid in the deliberation and disposition of the problem.
 - a) If the immediate supervisor determines that the nature of the grievance is beyond his/her expertise or authority, the next level administrator shall be consulted and may be asked to respond to the filing party.

- b) The responding administrator (e.g., Provost or President) will send the filing party a written statement informing the filing party of their resolution to the grievance.
 - c) This response shall be issued to the filing party within a reasonable time (usually in three (3) working days upon receipt of the statement).
 - d) A copy of the deliberation response shall be sent to the next level administrator (if the response is not already at the highest level of the administration, in which case, the deliberation response will still be recorded and filed securely).
- 4) When the filing party receives the deliberation response to the written grievance and they are satisfied with the resolution, the matter is completed.
- 5) When the filing party (or the party against whom the grievance was filed) receives the deliberation response to the written grievance, they have the right of appeal to the Grievance Committee if they believe the response to be misinformed and/or inequitable.
- a) The dissatisfied party may request a hearing with the Grievance Committee by submitting an appeal to the Provost' office.
 - b) A Grievance Committee will be scheduled by the Provost within 72 hours of the hearing request.
 - c) The party that originally filed a grievance will give the Committee a copy of the written grievance statement.
 - d) The Committee will notify both parties at least 24 hours in advance of the hearing date.
 - e) The Committee may invite dissatisfied party and any witnesses to attend the hearing.
 - f) The Committee will review and evaluate the information and evidence presented to them.
 - g) The hearing is kept confidential and all records pertinent to it will also be kept confidential.
 - h) The decision of the Committee shall be by majority vote.
 - i) The decision of the Committee is final and no further appeal within the organization is available.

Grievance Committee

The Grievance Committee will consist of Provost as chairperson, a faculty representative, and a staff representative. If any of these three persons is the party that filed the grievance or the person against whom the grievance is directed, the following will take place:

- if the faculty or staff representative (or their spouse, relative, or significant other), a different member of the respective group will be appointed.
- if the Provost (or their spouse, relative, or significant other), then, in order to ensure the least bias in the process as possible, the Provost will not be a part of the Grievance Committee. Instead, two members of the Board of

Directors will be appointed, and one of them chosen as chairperson. In the event of a tied decision, the chairperson's decision will be considered the final decision.

The decision of the Grievance Committee is final.

Retaliation Prohibited

Under no circumstances may the filing of a complaint or grievance be cause for retaliatory action by the Institute or staff. Grievances will be kept as confidential as possible, and, unless otherwise required by law or immediate safety concerns, written grievances will be kept confidential between the filing party, the person(s) with whom the grievance was filed, and the person against whom the grievance was filed. If the supervisor(s) with whom the grievance was filed believe the incident(s) involved raise safety concerns, CreatEd reserves the right to contact the appropriate authorities. When possible, and when deemed necessary by the supervising staff with whom the complaint was filed, the identity of the filing party will be kept anonymous.

In no way does the above grievance procedure prohibit, exclude, or serve as a replacement for legal action or counsel, whether separate to, parallel with, taken before, or taken after the procedure outlined.

Safety and Medical Policies

Limited capacity

As stated in the program handbook, CreatEd does not keep medical personnel on staff. Emergency policies are those of the hosting campus, and are posted in the CreatEd offices and classroom spaces. Because CreatEd does not have medical personnel, it is important for the safety of all participants to make sure that no staff opinion is construable as medical advice or directives. Participants may choose to disclose personal medical information to staff on an informal basis to receive encouragement and prayer, but not medical advice. Similarly, if a participant asks for accountability in carrying out a medical directive (such as consistent use of prescriptions), it is important that the staff person clearly, explicitly articulates that, as stated in the program handbook, the student is ultimately responsible their own care and staff can neither diagnose, treat, or alter treatment plans. Staff feedback is for encouragement and informational purposes only and does not constitute medical advice or diagnosis, nor is it intended to be a substitute for professional medical advice, diagnosis, or treatment. Students should seek the advice of a physician or other qualified health provider with any questions arising regarding a medical condition and should never disregard professional medical advice or delay in seeking it because of something said, implied, or understood from a staff person.

First Aid Kit

CreatEd does keep two first aid kits for use by staff for staff and/or students. One will remain in the offices, and the other is to be taken out (by staff and staff only) to all cohort outings. If an item is used, damages, discarded, found to be outdated or otherwise no longer usable, given written notice to CreatEd Operations staff (operations@created.education). The first aid kits must be managed only by staff personnel. It is the duty of the Director of Operations to review the medical kit for the quality, fullness (check the in-kit list), and currency of the stock (i.e., expiration dates), and kit condition bi-annually.

Staff are not allowed to dispense medication to students unless explicitly directed to do so by a physician.

Epinephrine

In the event that an incoming student has epinephrine protocols, all staff directly serving that cohort will receive training covering epinephrine and its delivery

Addictions

CreatEd realizes that participants may come into the program with substance or behavioral addictions that go against the community life covenant. CreatEd staff are encouraged to exercise compassion and grace with discernment. Sometimes, no matter a participant's intentions or repentant attitude, the nature and/or extent of a participant's struggle is beyond the ability of the program to accommodate and may create an environment that compromises the safety and wellbeing of that person or other participants or the character of the program. In such cases, a potential participant may be denied enrollment. Similarly, a current participant may be recommended to external psychological/behavioral health services and dismissed from the program until at least such time as they have received successful treatment. However, in some cases, the addictive behaviors may present less of a threat to the program and its participants. In those cases, a participant's attitude and willingness to work toward a healthy and holy lifestyle will be considered factors in mitigating the consequences of disciplinary action against a breach of the community life covenant. A participant's willingness to seek and engage professional medical help may be required as a term of continuing participation in the program.

Emergency Preparedness and Procedures

In the event of an emergency, staff should attempt to call 9-1-1 as soon as possible.' Faculty must carry the list of emergency contacts and of medically relevant allergies for their cohort of participants with them for all off-campus events and programing. (This list will be provided for faculty and the Provost by the Director of Lead Cultivation)

In addition to the policies below, staff must be familiar with (and keep a copy of) the YMCA emergency procedures and map document. If an incident occurs on the main campus (the YMCA grounds) the YMCA staff should be notified. Remember, the YMCA staff have received additional emergency training.

Suicide/Risk of Suicide

CreatEd recognizes that physical, behavioral, and emotional health is an integral component of a participant's development and experience with the program, and further recognizes that suicide is a leading cause of death among young people. CreatEd staff have an ethical responsibility to take a proactive approach in preventing deaths by suicide, and acknowledge CreatEd's role in providing an environment which is sensitive to individual and societal factors that place young adults at greater risk for suicide and one which helps to foster positive development. Toward this end, the following policy is meant to be paired with our other policies regarding emotional and behavioral health of students more broadly.

A participant considered high-risk for suicide or self-harm is a participant who is known to have made a suicide attempt, has the intent to die by suicide, or has displayed a significant change in behavior suggesting the onset or deterioration of a mental health condition. This situation would necessitate a referral, as documented in the following procedures. Suicide risk tends to be highest when someone has several risk factors at the same time, such as major depression, problems with addictive or excessive behaviors (such as with alcohol, drugs, sexual behaviors), patterns of intense and/or unstable relationships, trouble with the law, impulsive or aggressive behaviors, previous suicide attempts, a family history of suicide or suicide attempts, serious medical condition(s) and/or pain, history of bullying, and/or identification with any of several minorities which experience oppression and discrimination (including racial minorities or sexual orientations).

Staff should identify a participant who does/displays any of the following as potentially suicidal:

- Verbalizes about suicide and/or self-harm
- Presents overt risk factors such as agitation or intoxication
- Self-harm occurs
- Self-refers/identifies/diagnoses as suicidal

CreatEd staff should continuously supervise the student to ensure their safety. The Provost will be made aware of the situation as soon as reasonably possible. Staff should assist with urgent referral. When appropriate, this may include calling emergency services or bringing the student to the local Emergency Department, but in most cases will involve helping arrange an outpatient mental health or primary

care appointment and communicating the reason for referral to the healthcare provider.

In the case of a suicide attempt while on campus or during other cohort activities:

1. First aid will be rendered until professional medical treatment and/or transportation can be received.
2. Staff will supervise the participant to ensure their safety.
3. Staff will move all other students out of the immediate area as soon as possible.
4. If appropriate, staff will immediately request a mental health assessment for the participant
5. Staff will immediately notify the Provost regarding suicide attempts.
6. CreatEd will engage as necessary the professional medical personnel to assess whether additional steps should be taken to ensure participant safety and well-being.

If a staff member becomes aware of a suicide attempt by a participant that is in progress at an off-site location, the staff member should maintain contact with the student. The staff member should enlist the assistance of another person to contact the police while maintaining verbal engagement with the student.

Missing Student

1. Make sure normal avenues of communication have been exhausted (contact via cell phone, check room, ask known friends/associates)
2. Contact the main office to coordinate
3. Contact emergency contact on file; ask if they know where participant is or is likely to be
4. Contact local law enforcement; follow their instructions; inform them if participant is suspected of suicidal tendencies or other mental breakdown
5. Provost to coordinate continuing communication with family/media
6. If the participant is located, contact Provost to coordinate communication with law enforcement (if applicable), family, and other participants.

Fatality

When the death of a participant or staff occurs on campus or during program-related events (or related travel), or otherwise in the state of North Carolina, regardless of the perceived cause of death, the police must be contacted. The local police department will be in charge of the scene of the death.

The family of the deceased should be notified as soon as possible. The notification should be made either by the police department or at the direction of the Provost. In all cases, including fatalities that occur over breaks, the Student Life Director will be

available to participants and direct any additional needed counseling/prayer support. News releases will be at the direction of the Provost.

Severe Weather Plan

CreatEd relies on the National Weather Service to determine when to take precautionary action due to severe weather. If you hear a weather siren outside, it is signaling severe weather and you should find shelter inside a building. When the siren sounds, all persons should move to the lowest level core of a building to avoid glass and debris while assisting persons with disabilities or special needs. If you are in a classroom, guide students to the designated shelter in an orderly manner.

Crisis Communication Plan

Crisis situations can arise suddenly and unexpectedly, so it is important that all staff are familiarized with the following plan of communication in case of a crisis. Even in situations where participants do not appear to have been harmed or in danger of being harmed, staff are expected to actively help in communicating with families/guardians about the safety of their participant. Crisis situations include the following examples:

- An on- or near-campus shooting or terrorist situation
- A natural disaster in the program's region
- Epidemic outbreak in the program's region
- Gas leak/explosion in the program's region

Following notification of law enforcement or emergency personnel, the Provost should be appraised of a developing crisis situation and serves as the CreatEd coordinator for response.⁶ Cohort faculty serve as the point people to initially check for the whereabouts and safety of participants in their cohorts.⁷ The Provost should also insure that all staff are accounted for. The directions of official emergency response teams, if available, should be followed and passed from Provost to faculty/staff, and from cohort faculty to cohort participants.

The Provost will coordinate periodic updates to participants' listed emergency contacts in the event of a crisis event and, if appropriate, to CreatEd managed website or social media pages. Personal information, or personal injury or death will not be communicated publicly until after the family has been notified and made arrangements.

⁶ In the event that the Provost is incapacitated or unavailable (such as gone on vacation, etc.), the local office manager will take point.

⁷ In the event of the incapacitation or unavailability (such as gone on vacation, etc.) of the cohort faculty, cohort mentors take that responsibility.

Dangerous Person(s)

If you are in a building when a dangerous incident occurs, or notification of a “lock-down” is received through the Emergency Notification system, take the following steps:

- Notify students/guests of the situation if they are unaware.
- If safe to do so, leave the building and get away from the incident. RUN
- If you are uncertain or if you can’t leave, secure yourself and students in the nearest office or classroom and lock and/or barricade all doors. HIDE
- Close blinds and block windows.
- Stay away from doors and windows.
- Turn off lights, radios, and computer monitors.
- Stay low and behind heavy objects such as tables, desks, file cabinets, or chairs.
- Keep yourself out of sight and remain silent.
- Silence all cell phones.
- Call 9-1-1 and report the incident.
- Call the Office to report the incident.
- Remain in the secured area until you are certain the dangerous person(s) is/are contained by law enforcement.
- As a last resort if you must, FIGHT.
- Do not attempt to rescue anyone if it will further endanger the persons within the secured area.
- When in doubt, remain within the secured area and wait until the “all clear” has been given by law enforcement or Campus Safety.
- If you encounter police officers, raise your hands and follow their commands immediately and completely. They may not know who the dangerous person(s) is/are.

Italy Trip Policies

During the Italy trip, CreatEd will provide travel insurance through Talent Trust, Inc. for all staff going on the trip. This policy has a deductible of \$50. For more information on this policy, see: <http://www.talent-trust.com/insurance-programs/omega/>.

On each trip, there will be at all times at least one experienced international traveler among the staff capable of communicating the cultural differences relevant to the trip. Designated staff will carry emergency funds and a company card only to be used for emergency expenses.

CreatEd's Commitment to Inclusion and Diversification

CreatEd Institute, Inc. does not discriminate on the basis of race, color, national origin, sex, age, family/parental status, or income derived from a public assistance program

in regards to hiring, recruiting, evaluating, operations, opportunities, or the administration of its policies.

CreatEd Institute, Inc. admits students of any race, color, national and ethnic origin, age, family/parental status, or income derived from a federal assistance program to all the rights, privileges, programs and activities generally accorded or made available to students at the school, including in the nondiscriminatory administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

Additionally, CreatEd recognizes the vital need for a wide array of ideas and backgrounds amongst CreatEd's leadership and participants. CreatEd relies heavily on an IN-COMM™ experience of open engagement within a cohort of truth-seekers, and to that end, CreatEd strives to provide the following in order to promote diverse participation:

a. Affordable Programing

Only an affordable program can provide its offerings to people from economically disadvantaged backgrounds. CreatEd strives to provide a cost-effective model and payment plans to reduce the financial barriers to success faced by many young people today

b. Believing in the Power of Inclusion

CreatEd takes seriously the advantage that the inclusion of peoples' from diverse experiences across sociocultural and socioeconomic backgrounds, and continues to seek their inclusion amongst our participants and staff. Marketing is done by a team of women and men, and all admissions processes go beyond being open to diversity, but authentically valuing the unique voices and contributions of people from diverse sociocultural backgrounds, particularly disadvantaged people groups.

c. Christ-like Fellowship

As a Christian program dedicated to raising up Christ's disciples after the pattern demonstrated in Christ's life, CreatEd seeks to model Christ's example of seeking out the disadvantaged, integrating the variety of voices with the unity of living life together.

d. Dialogue

CreatEd challenges all involved to openly and intentionally seek out meaningful dialogue and interaction, particularly when differences arise. We invite all to exercise critical thinking skills introspectively to cast off sociocentric impediments to open engagement with ideas and experiences.

CreatEd realizes that the success in achieving these goals will only be realized when responsibility for pursuing excellence, diversity, and respect for individuals is actively and openly shared between all participants, staff, and administrators.

Academic Freedom

CreatEd Institute is committed to a policy of academic freedom, which is not only foundational to maintaining an educational environment, but vital given the nature of CreatEd Institute. The Institute believes that the intellectual growth of students demands academic freedom. All staff, and faculty in particular, are to take leadership in creating an intellectual environment that allows for participants to feel free and be encouraged to inquire into and to examine all views.

Nevertheless, freedom in any context carries with it corollary responsibilities and limitations. Responsible behavior is vital to the maintenance of academic freedom. Staff, and faculty particularly, share responsibility for training participants in charitable (yet critical) disagreement and respect for individuals with divergent views. Staff must also be careful to watch for the potential dangers of letting alleged openness be an excuse for lack of engagement, incoherence, or inconsistency. Staff should expect and encourage participants to carefully and critically examine information until they are able to formulate informed convictions as to the truth. Throughout the progression of a cohort, staff should also build in opportunities for participants to plan and lead discussions and activities, giving them directed freedom to conduct program activities as they imagine is best. Of course, staff should also seek to thoroughly debrief these participant-led times, teaching and learning from both mistakes and advantageous changes made by the participants' designs and execution.

The CreatEd Program has been designed within the context of an evangelical Christian worldview,⁸ and this is reflected the construction of the program (e.g., in the amount of time dedicated to particular subjects, such as Bible and Theology). The Created Institute believes that a Christian worldview values critical engagement with these subjects works in tandem with Christian discipleship and devotion to better honor God with our minds. Students are in no way required to reach the same conclusions as their faculty, the Created Institute, or its leadership, but are expected to engage respectfully and thoughtfully with the Christian worldview that informs the Created Institute's approach, just as with any other student's perspectives.

⁸ CreatEd's explicit understanding of an evangelical worldview is delineated in the Statement of Faith and Life Covenant document.

In the Event of Termination

In the event that you should no longer be employed with CreatEd, whether by your choice, the end of a contract, or termination, you are responsible to turn in all company equipment, including all keys, laptop(s), records, and any other CreatEd owned property (whether physical or digital) used by you during your employment. Contact CreatEd Operations to coordinate turning over all such equipment.

Similarly, Operations staff will ensure that your CreatEd Populi and Google Account(s) will be turned over to CreatEd within five business days after the last day of your employment with CreatEd. This means that your CreatEd emails, Google Drive files and permissions, and all associated Google Apps will be henceforth be controlled by CreatEd IT personnel. We will make every effort to avoid disclosure of any and all personal information, but reserve the right to search for work-related information important for quality and continuity in operations and recruitment. CreatEd will also cooperate fully with any warranted law enforcement requests for access to your information should such a situation arise. At your request, in most cases, CreatEd IT can set up an automated message to any future emails to your account informing your correspondence of a current email address of your choosing. If your account received or might reasonably be expected to receive emails important to the continuing operations of CreatEd, IT services may set up automatic forwarding of new incoming emails to whomever your former position is most relevant.

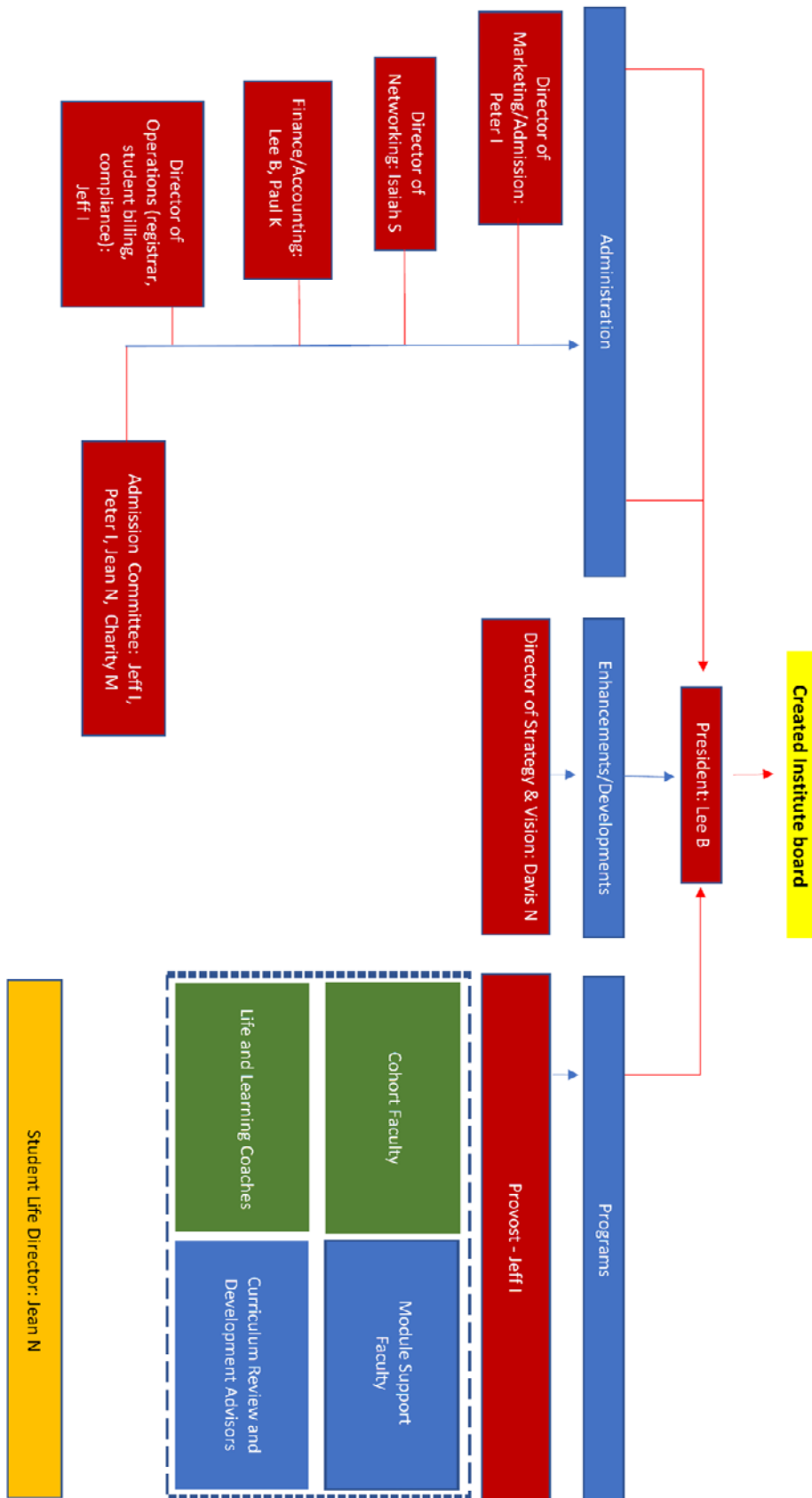
Former employees are responsible for updating their mailing address with all their correspondence. CreatEd will mark "Return to Sender" and return to the USPS all mail addressed to past employees that continues to arrive at the office.

All staff must be committed to remain obligated after their employment with the CreatEd to protect and to not disclose all private and/or protected information they have either in originals, copies, or in memory.

Severability Clause

If any part of these policies is declared unenforceable or invalid, the remainder will continue to be valid and enforceable.

Appendix A - Org Chart



Appendix B - The Procedure for Changes in Academic Curriculum

1. Should a faculty person or administration officer wish to propose a change to the curriculum, the proposed change must be presented in writing to the Provost. The proposal should include the following:
 - a. a description of the change (including any and all specific changes to the Catalog)
 - b. a rationale for the proposed change, along with a description about how it improves on the existing program
 - c. a preliminary assessment of how the proposed change will affect licensure requirements, including degree program(s), general education requirements, and/or faculty/staff requirements
2. The Provost will review the proposal and determine whether to return the proposal to the proposing party or submit it to the **Academic Review Council**. The proposal may be returned to request additional information, or to provide information on requirements which the Provost believes would make the proposal untenable. The proposing party may revise the proposal to submit again, after which point, the Provost will submit it to the **Academic Review Council** and call a meeting of said Council.
3. The Academic Review Council will be comprised of the Provost, the Director of Operations, and a representative from the faculty. The Council may accept the proposal, reject the proposal, or return the proposal to the Academic Council for further study.
4. Once faculty approval has been granted the change becomes policy when the **Catalog** in which it is recorded is effective. In all cases, every attempt must be made to facilitate a smooth transition for all students affected by a change in the program. No student should be penalized or unduly inconvenienced by a change in academic requirements.
5. While the Board holds final authority in all matters affecting the College program, *official approval* will be made only on changes which constitute a substantive change. Substantive changes include, but are not limited to the following:
 - a. Changes in institutional mission, objectives, and core themes
 - b. Changes from clock hours to credit hours or vice versa, or a substantial increase or decrease in the length of a program or the number of clock or credit hours awarded for successful completion of a program
 - c. Adding courses or programs that represent a significant departure from existing offerings of educational programs or method of delivery from those that were previously listed

The administration and Board will be informed of changes affecting the College curriculum and retain the authority to accept or reject any proposed changes.