



Kentucky Christian University

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I am pleased to welcome you as a member of the team of Kentucky Christian University! This document is designed to help acclimate you to the University, and to assist you in understanding the unique benefits and expectations inherent within being a member of the faculty or staff of KCU.

The KCU Way is by no means an exhaustive compendium of procedures, policies, and practices related to the organization and functions of the University; rather, it is a resource for helping craft a uniform approach and shared understanding of *how* we conduct our business in this unique educational ministry. It is a glimpse into the *how* behind the *why*. With a mission to *educate students for Christian leadership and service in the church and professions throughout the world*, our “bottom line” is realized through the lives touched by Jesus Christ through generations of KCU students. It is contributing to this mission that serves as a polar star in all we do, permeating and driving the way in which every team member approaches their job.

You will notice in this document many references to customers, with specific reference to students as our primary customers. While the traditional academic community has, at times, been slow to embrace this concept, the fact is that students of KCU are investing \$100,000 or so in their college education and they choose KCU from a vast palette of higher education options, many of which are far less expensive than KCU. To that end, every team member of KCU recognizes and honors the trust and investment of our customers, and works diligently to meet or exceed their expectations. You will also notice a particular emphasis on how we interact with our customers, both internal and external.

I am very pleased to welcome you as a team member to the exciting, vibrant, and meaningful educational ministry of Kentucky Christian University.

A handwritten signature in black ink, appearing to read 'Jeff Metcalf', written in a cursive style.

Dr. Jeff Metcalf
President of the University

What we are all about...

Christ. Character. Career.

- **Christ:** students of KCU will come to know Christ more fully through the curricular and co-curricular programs of the University.
- **Character:** quality academic instruction is only one facet of the intentionally Christ-centered KCU experience, the development of active followers of Christ is an equally important aim.
- **Career:** KCU graduates will be equipped to serve as societal change agents through the use of vocational excellence as a ministry tool.

Our Vision: A *Premier* Christian University





- KCU seeks to become the *premier* Christian university of the Christian churches (Independent). *Premier* carries the connotation of recognized and sustained excellence with an intentional focus on continual improvement. Enrollment, retention, and graduation rates will improve as KCU grows.

Our Five Key Priorities

1. Customer Service and Responsiveness

We are an intentionally Christ-centered, customer-centric University. While students are the primary customers of our University, every KCU employee serves a variety of internal (i.e., other campus departments) and external (i.e., churches) customers. Customer importance is communicated both verbally and through actions. We are intentionally friendly and helpful.






Measurable goals

-  Customer Survey results will reveal that 85% of KCU students agree that KCU values them as customers.
-  Alumni satisfaction surveys will reveal that 85% of Alumni agree that KCU values them as customers.
-  Customer service subset of questions on student evaluation of courses will reveal that 85% of students within each course indicate that they are valued and that the instructor of the course was helpful.
-  Internal customer survey results will reveal that 85% of KCU faculty/staff agree that other KCU departments are responsive to their needs.

2. Quality and Value

As an educational ministry, we take seriously our responsibility to conduct our work to the very best of our ability, as if doing it for the Lord (Col. 3:23). We embrace the concept of continual improvement and offer a higher education experience that is a recognized value.





Measurable goals

-  Validation by institutional and departmental accrediting agencies.
-  Licensure pass rates in applicable programs that exceed state benchmarks.
-  Graduate school acceptance rates: 75% of students' 1st choice; 90% of students' 1st, 2nd, or 3rd choice.
-  Job placement rates: 90% of Alumni who seek employment in their field of study within one year of graduation are successful.
-  Alumni perceptions: 85% of Alumni will report that they felt their education at KCU was of good value.

3. Christian Mentoring

As Christian leaders, the faculty and staff of KCU attempt to embody the spirit of Christian mentorship the apostle Paul describes in I Corinthians 11:1: Follow my example, as I follow the example of Christ. Every employee of KCU is a minister and is charged with serving as a Christian mentor to students. We demonstrate Christ-like attitudes, behaviors, and language.




Measurable goals

-  100% of Administration, Faculty, and applicable staff will attend chapel regularly (at least 75% of the time).
-  At least one member of every academic and administrative unit will participate in Life Groups on an annual basis.
-  Exit surveys will indicate that 85% of students developed meaningful Christian mentoring relationships with KCU faculty or staff.
-  Alumni survey results will indicate that 85% of graduates benefited from Christian mentoring.

4. Christian Service

KCU faculty and staff attempt to create a living and learning environment that fosters service to others as a life value and spiritual discipline (Mark 10:45: *For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.*) We work diligently to represent Christ by serving others, and to create opportunities for students to learn this important spiritual discipline.





Measurable goals

-  100% of KCU students will engage in a Christian service activity each academic year.
-  Every academic and administrative unit is encouraged to engage in/lead at least one service project with students during each academic year.
-  Every athletic team will conduct a Christian service project each academic year.

5. Stewardship

As an educational ministry dependent upon tithes offered by individuals and churches, we manage our resources responsibly.

Measurable goals

-  Every employee is empowered to offer stewardship suggestions (i.e., “Suggestions for Improvement” website link, informal discussions with supervisors, etc.) and receives the formal opportunity during yearly performance evaluations.
-  Percentage of revenue generated by direct student charges will decrease to 78%.
-  When appropriate, each department will participate in advancement initiatives during the academic year.
-  Outstanding people are our greatest resource. Every effort will be made to grant Cost of living raises to every applicable employee on an annual basis.

Our Rich History

Kentucky Christian University was established in Grayson, Kentucky, on December 1, 1919, as "Christian Normal Institute." The co-founders were J. W. Lusby, an outstanding educator, Church leader, teacher, and journalist of eastern Kentucky and J. O. Snodgrass, a minister of the Gospel from Iowa. Associated with them was R. B. Neal, an evangelist of eastern Kentucky.

In her earlier days, Christian Normal Institute included both high school and junior college programs, as well as an emphasis upon the preparation of public school teachers (as indicated in the designation, "Normal.") This area of education was phased out during the early 1920s, at which time the education of young people for Christian ministries became the central purpose. The name was changed to "Kentucky Christian College" in 1944.



In September 2004, the institution changed its name from Kentucky Christian College to Kentucky Christian University. This name change represented a profound rebirth for the then 85-year-old institution. The move to university status brought with it a new seal, a new website, new signage, and many other surface changes. However these changes are only significant because they represent the many new and exciting opportunities the University has to advance its mission of educating students for Christian leadership and service to the Church and professions throughout the world. The University is now aligned into eight schools, each of which includes areas in which degrees are offered: the Sack School of Bible and Ministry, the Keeran School of Teacher Education, the Yancey School of Nursing, the School of Business, the School of Music, the School of Social Work and Human Services, the School of Arts and Sciences, and the Graduate School.



Through the years, and under the leadership of Dr. J. W. Lusby (1919-1937), and his successors in the presidency, Dr. J. Lowell Lusby (1937-1977), Dr. L. Palmer Young (1977-1987), Dr. Keith P. Keeran (1987-2009), and Dr. Jeffrey K. Metcalf (2009-present), Kentucky Christian University has educated some of the most outstanding Christian leaders, both in the church and in other professions throughout the world.

Kentucky Christian University remains committed to providing a strong Biblical foundation for each of its students. This foundation, then, becomes a source of beliefs, which will influence the way students conduct themselves within a chosen vocation. The belief that a Biblical education should be inextricably linked to vocational preparation is pervasive at Kentucky Christian University. The institution's fifth president, Dr. Jeffrey K. Metcalf, maintains a commitment to the centrality of maintaining a Christ-centered educational environment as the University's programs expand to prepare Christian workers in several carefully chosen fields.



KCU Way: More than a great workplace!!

KCU leadership is dedicated to a positive work environment. We realize that each team member's contributions are of significant importance. As a member of the KCU team, you play an important role in helping KCU achieve its mission. KCU seeks to create an employment atmosphere that fosters long and productive tenures. To this end, benefits are an important part of KCU's compensation package. Full-time regular Faculty/Staff members, once all eligibility requirements are met, are eligible for a generous package of University benefits.

KCU is blessed to have an excellent Human Resources office that works diligently to ensure all employees are enrolled in their desired programs, are informed of policies, connected with appropriate vendors, and that essential paperwork is completed in a timely manner. The Human Resource Director can be contacted at 474-3222 or hroffice@kcu.edu.

All fringe benefits and practices are subject to change at the University's discretion. Any benefit may be eliminated at any time and eligibility requirements and premiums (if applicable) may be adjusted at the University's discretion. If such changes occur, the University will attempt to advise Faculty/Staff members in a timely manner. Each Faculty/Staff member should notify the Human Resources Office about a change in marital status, the deletion or addition of dependents, or the change of a beneficiary.

KCU Leadership continually looks for ways to enrich the lives of team members. If you have any suggestions, please feel free to contact the Human Resources office.

More than a great workplace: Overview of KCU Benefits

The following is a list of benefits that the University offers to date.

| Benefit | Availability | Notes |
|--|--|--|
| Social Security (Option 1), or Minister Status (Option 2, a Housing Allowance) | Arrangements made through HR Office. Housing Allowance determined by employee. | May begin at time of hire. |
| Retirement Planning | Tax-Deferred Retirement Plan - ING is the University's retirement plan provider. Each employee is encouraged to have an amount withheld from their paycheck (minimum of \$12.50 per pay period). | You may begin the month after you start full-time work. This is the University's Defined Matching Retirement Plan. At the discretion of the KCU Board of Trustees, after one year of employment, a full-time employee would be eligible for a disbursement of 1% of their regular salary and an additional 1% matching retirement disbursement from the university if the employee makes their required two percent (gross regular salary) voluntary matching contribution. KCU matching was suspended 9/30/2009. |
| Term Life Insurance and Accidental Death and Dismemberment | \$50,000 term Life Insurance provided by KCU through LINCOLN FINANCIAL GROUP (LFG). | Coverage begins the first of the month after your hire date. |
| Health Insurance | Anthem (Blue Cross/Blue Shield) is offered through AIKCU and is currently the University's Health Plan. Plan is administered by a third party administrator, ARC. | Health and major medical group insurance is offered to all full-time Faculty/Staff. The University provides for a percentage of the cost of individual wellness coverage or a lesser percentage of individual non-wellness coverage. Each full-time Faculty/Staff member is eligible for coverage on the first day of the month following their date of hire. |
| Dental/Vision Plan | Offered by KCU through AIKCU (KY Health Administrators), at group rates. | Plan is voluntary. Contact HR office for rates. |
| Long-Term Disability (LTD) Plan | Provided by KCU through LFG. Dollar amount added to your paycheck. | Coverage begins the first of the month after your hire date. |

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| Voluntary Insurance: Life, Disability | Term Life Insurance and Accidental Death and Dismemberment (Voluntary & Portable) Offered by KCU through LFG. Individual Disability (Voluntary & Portable) Offered by KCU through UNUM, at group rates. | Coverage can begin the first of the month after your hire date. |
| Voluntary Insurance: Accident/Sickness/Hospital and Critical Illness Insurance (Cancer, Heart Attack, etc.) | Offered by KCU through Colonial, at group rates. (Voluntary & Portable) | Coverage can begin the first of the month after your hire date. |
| Medical or Child Reimbursement Plan | Provided by KCU through FEBCO, Inc. | Coverage can begin the first of the month after your hire date. |
| Educational Benefits | For each dependent child of the employee after employee completes 1 year of service to the university. A percentage of tuition. | See Faculty or Staff Handbook for more details. (Subject to change with notice) |
| Bagby Scholarship | For each dependent child of the employee after employee completes 1 year of service to the university. | See Faculty or Staff Handbook for more details. (Subject to change with notice) |
| Athletic Facilities & Special Events | Free tickets to most athletic events (tournaments-discounted), plays, & concerts, discounted tickets to some events, etc. | See Faculty or Staff Handbook. |
| Library, Cafeteria, Hillcrest Burial Park | KCU Cafeteria offers discounted rates for lunch, Monday-Friday during regular operating hours. | See Faculty or Staff Handbook. |
| Bookstore discount | 15% Textbooks cash or charge, all other items - 25% cash, 15% charge | |
| Sick Leave Jury Duty, Military Duty Leave of Absence Without Pay Death in Family Family and Medical Leave | | See Faculty or Staff Handbook. See Faculty or Staff Handbook. |
| Short-Term Disability (STD) | | See Faculty or Staff Handbook. |
| Professional Development funds | Rates vary per academic year. Approval by Academic Office. | |

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| Free membership to the McKenzie Student Life Center (MSLC) fitness center, sauna, racquetball courts/tennis courts. | Membership application must be completed. | |
| Direct Deposit to any USA bank. | Arrangements made through HR. | Required by all regular full-time and part-time employees. |
| Access to a retirement consultant at no cost. | Randall Young, ING Consultant | |
| Local restaurant discounts | Giovanni's, Subway, Dairy Queen, etc. | Must request the discount and show KCU ID |
| Discount at Christian Bookstore Huntington, WV | | Must request the discount and show KCU ID |

Note: Unemployment benefits are not available to employees of Kentucky Christian University.

All benefit (paperwork complete) coverage begins the first of the month after hire date or the following month after all necessary paperwork is complete (if applicable).

Further information or questions may be directed to the HR Officer at 474-3222.

Corporate Culture Recognition

KCU is recognized as a quality institution by various accreditors and organizations. While the campus is located in a small town in eastern Kentucky, KCU is active in the broader higher education community on a state, regional, national, and even international level.



Show your S.P.I.R.I.T!

KCU is committed to a team-focused culture of high achievement and this begins with every faculty and staff member displaying positive attitudes and behaviors. All team members are expected to consistently adhere to these standards regardless of position and without exception.

Every faculty/staff member is a mentor and students (our customers) measure our witness and performance based on the way we act.

KCU has adopted six standards of performance for customer interactions. These six elements represent expectations for interactions that take place in any location when representing the University, either on campus or off. The S.P.I.R.I.T. Standards are to be displayed with students, fellow team members, other departments, and external customers.

KCU Standards of Performance

Sensitivity

We are sensitive to the perceptions and feelings of others.

Privacy

We protect students' and colleagues' right to personal and informational privacy.

Information

We strive to be communicative, offering complete and accurate information.

Responsiveness

We anticipate the needs and exceed the expectations of our customers.

Introductions

We create a caring, friendly and trusting environment for our students, visitors, and co-workers.









Teamwork

We respect others and believe in the importance of collaborative relationships.

S.P.I.R.I.T. Standards of Performance

Sensitivity

We are sensitive to perceptions and feelings of others.

-  Apologize for inconveniences
-  Offer to help customers and visitors
-  Escort customers to destinations (never point and dismiss)
-  Hold doors
-  Take complaints/recommendations seriously
-  Listen empathetically (recognize difference between sympathy and empathy)
-  Address emotional and spiritual needs
-  Include customers in decision-making process

Key Words & Phrases:

"Is there anything else I can do for you?"






"Please" "Thank you" "Sir" "Ma'am"

"How can I help you?"

Privacy

We protect students' and colleagues' right to personal and informational privacy.

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-  Follow FERPA guidelines (see page 24)
-  Never discuss individual student performance in the presence of others
-  Be aware of possible inadvertent privacy breaches during conversations in public areas
-  Gossip is always self-aggrandizing, and a team killer
-  Respect personal information of customers

Key Words & Phrases:










"Please make an appointment and I will be happy to discuss your results with you."

"I want to provide you with meaningful feedback to help your performance. Would you prefer that I email this to your personal account or would you like to meet in my office?"

"Please review your feedback in the drop box on our Sakai course platform."

Information

We uphold the customer's right to complete and accurate information. We take personal responsibility for staying informed so we provide a high quality educational experience for our students.

-  Provide information regarding processes (departmental policies, course syllabi review, resources for student success)
-  Be clear and understandable when providing explanations
-  Provide who, what, when, where, why, and how
-  Keep students and customers informed and updated (Sakai, Email groups, Face book)
-  Communicate with Department Head regarding course progress, successes, and challenges
-  Report to VP of Academic Affairs if class is to be cancelled
-  Provide students and other customers with fair notice (at least 24 hours) of any schedule changes (meetings, class sessions, etc.)
-  Provide students with meaningful feedback
-  Talk with a student and, if appropriate, inform advisor if student is "at risk" for not passing a course; consider remediation loop

Key Words & Phrases:







"Does everyone completely understand what is expected with this assignment?"




"I will post instructions about tomorrow's field trip on Sakai."

"Please note the comments in your paper and feel free to make an appointment with me to discuss areas for improvement."

Responsiveness

We anticipate the needs and exceed the expectations of our customers.

-  Avoid, if at all possible, using "I don't know" as a final response; follow with "but I'll find out and get back to you (state estimated time/date)."
-  Address different learning styles in preparing presentations
-  Respond empathetically to emotions
-  Display a "bias toward action"; that is, prompt response to recognized needs communicates value far more effectively than words alone.
-  Answer phone calls by the third ring
-  Answer emails within one (1) work day

-  Set email auto reply if out of office. Clearly communicate with colleagues if out of office to ensure coverage for student or customer assistance.
-  Post contact information in a visible area for customers and visitors.
-  Thank students, colleagues, other team members for bringing concerns and/or complaints to your attention and indicate a time when they should receive a response

Key Words & Phrases:

“How may I help you?”

“Is there anything else I can do for you? I have the time.”

“Thank you for bringing this to my attention.”

“I may not be able to resolve the issue quickly, but will get back to you by ____.”

Introductions

We create a caring, friendly and trusting environment for our students, visitors, and co-workers.

-  Be *intentionally* nice and friendly
-  Use your manners!
-  Introduce yourself when answering the telephone (see below)
-  Demonstrate “on stage” behavior when wearing KCU badge (on campus, in community, in offices, etc.)
-  Introduce yourself by Department and Name
-  Always wear name badge while working
-  Consciously attempt to make positive first impressions
-  Acknowledge others while walking on campus, (smile, offer handshake)
-  Take the initiative to introduce yourself to visitors (especially prospective students) and offer assistance



Key Words & Phrases:

When answering a call: “Good morning! Thank you for calling the Yancey School of Nursing. This is Mitch, how may I help you?”







When making a call: “Good morning! My name is Stan Archer and I work with Kentucky Christian University...”

See admissions providing a tour: Hi Sheree! Who is our new friend?

Please, thank you, you are welcome/my pleasure

Teamwork

We respect others and believe in the importance of collaborative relationships.

-  Respect and speak positively of other team members and departments
-  Be alert to team member needs
-  Eagerly assist others without being asked
-  Recognize others for their contributions
-  Collaborate with others
-  Communicate consistent messages

Key Words & Phrases:

“[Team member’s name] does an exceptional job. Let’s go talk to with him / her about this issue.”

“I hear your frustration, but I think it is best for you to talk directly to [Team member] to get things cleared up.”

(Student complaining about professor) "I am sure [Team Member] would want to have an opportunity to clear up this misunderstanding. I would encourage you to make an appointment with them."

"I really appreciate what you have done for our program. Please accept our heartfelt gratitude."

"Kim, you are really good at organization. Is there any way you could assist me organizing this event?"

KCU Way: Citizenship Standards

We are Christian Mentors: Our customers not only observe our service, they observe our witness. It is essential that our morals, values, communication, and behavior reflect Christ. Please use every opportunity to bring God glory, to direct others to Christ, and acknowledge the work of the Holy Spirit. Prayer and reading of scriptures are essential supports of your actions. Our hope is that both internal and external customers readily recognize a genuine commitment to God and that God will be pleased with our actions as a campus community.

Be Intentionally Friendly: Customers perceive the quality of their education not only by program completion, but from how friendly we are in delivery of their needs. At KCU, we are aggressively friendly. This means that each KCU team member is responsible for taking the *initiative* to be first to extend friendliness (not wait for others to be friendly to us first). This means we make immediate eye contact and smile when approaching any customer (both internal and external). Aggressive friendliness also includes being the first to offer assistance by asking, “How may I help you?”

Environmental Scan: Customers consider the cleanliness of their surroundings as part of their overall experience. KCU’s environment affects our ability to recruit and retain students. Being proactive in taking care of the physical appearance of KCU’s campus is every team members’ responsibility. Partner with our Housekeeping team by picking up litter and promptly contacting their department for any needed cleanup. Take time while walking on campus to scan your surroundings. Pick up cans, cups, papers, and other trash on grounds, offices, and classrooms. ***Offices and desks should communicate organization and neatness.*** A desk that has multiple stacks of unorganized papers gives the customer (internal/external) the impression that work is not taken care of in a timely manner and gives the impression that their needs may be forgotten or lost. Lecture rooms should be left clean and organized. By taking part in creating an organized and clutter-free facility, we promote cleanliness as a priority.

Escorting: All team members create a positive first impression by assisting customers to their desired destination. Approach people and ask: “May I help you find your way?” Take customers to their destination rather than point. If unable to escort, find a team member who is available to assist.

Use Effective Telephone Skills: When customers call KCU, they are in essence making a “visit” to the University. Answer a telephone call within three rings and say: “***Thank you for calling (department). This is (name). How may I help you?***” Remember to ask for permission before placing the caller on hold. Ask “Are you able to hold?” Also remember that smiles can be heard over the phone.

Dress Code: Our outward appearance demonstrates one important aspect of our commitment to customer service. Customers are reassured when team members maintain a professional appearance. All attire must be clean and neat. Name badges should be worn at all times while working. Refer to “Dress for Success” section under Human Resources Policy Review. (see page 25)

KCU Way: Service Recovery

What is Service Recovery?

Service Recovery is about making things right after something goes wrong during a customer (internal/external) service interaction. Customer concerns are an opportunity to fix a part of our service system that is broken. It is our standard that all team members take immediate action anytime we fail to meet a customer's expectations.

It is widely recognized that many dissatisfied customers never complain to an organization that they perceive to have wronged them—instead, they resentfully spread the word to their network of family and friends, and take their business elsewhere.

Remember there are no difficult customers: there are only customers with difficulties. When we encounter a customer with a difficulty, we RELATE to resolve their concern. The acronym RELATE represents the pathway to the service recovery process:

Recognize the concern

Empathize

Listen

Apologize, when appropriate

Take responsibility for making it right

Explain what you are going to do and then do it!

KCU Way: Professional Behaviors

| Key Behavior | Application |
|-----------------------|--|
| Collegiality | Treat all individuals with the same respect and courtesy you desire at all times |
| Productivity | <p>Report for duty on time every day.</p> <p>Complete all assigned duties daily in a timely fashion.</p> <p>Be proactive in meeting needs of others.</p> <p>Report all needs to fulfill duties to your supervisor.</p> <p>Meet all required deadlines; being late is not an option.</p> <p>Return phone calls and emails in a timely fashion, i.e., strive for one (1) work day turn around.</p> <p>Provide timely and necessary feedback to customers.</p> |
| Performance | <p>Attendance is mandatory and tracked.</p> <p>Be prepared to fulfill duties every day, in and outside of the classroom.</p> <p>Provide proper timely feedback to customers or supervisors.</p> <p>Maintain office hours as posted or required work hours if using a time clock.</p> <p>Canceling a class is an option of last resort. Class sessions can only be cancelled after receiving approval from the Dean and notification to the Vice President of Academic Affairs.</p> <p>Abusing sick days is not an option. Sick days are not personal days.</p> |
| Assess Customer Needs | <p>Ask, "Is there anything else I can do?"</p> <p>"Do you have any questions or concerns?"</p> <p>"What is your plan of action from here?"</p> |

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| <p>Documentation</p> | <p>Submit properly completed requisitions to appropriate personnel as directed.</p> <p>Submit grades to the Registrar as requested.</p> <p>Complete and return book order forms to the bookstore as requested.</p> <p>Comply with reports and deadlines required by supervisors.</p> <p>Adhere to institutional requirements and timelines, i.e., syllabi deadlines, professional development requirements, institutional IEP reports, and committee assignments.</p> |
| <p>Communication</p> | <p>Our communication always reflects Christian values.</p> <p>Communicate with everyone in a professional manner. We are never demeaning to one another.</p> <p>Clearly communicate deadlines and expectations to students.</p> <p>Establish deadlines that are considerate of needs of others (i.e. committee meeting assignments, reports) and produce a quality product.</p> <p>“On stage behavior” while wearing KCU badge...on or off campus.</p> <p>If you are not available to report to fulfill duties, contact the appropriate supervisor as soon as possible.</p> <p>Don’t assume ‘no news is good news’. Follow up communication to ensure that the customer (internal or external) is pleased with service.</p> |
| <p>Proper Environmental Atmosphere</p> | <p>Help each other in our desire to have a beautiful, inviting campus. Pick up bits of trash, straighten chairs and tables, park cars where we are supposed to park, etc.</p> <p>Facilities should be left neat and clean.</p> <p>Maintenance needs are communicated immediately to the appropriate personnel (don’t assume someone else already did).</p> <p>Testing environments are to be well controlled, quiet, and conducive to student performance.</p> |

KCU Way: Communication

The words we use matter!

Words are powerful! Words can change our lives. They can hurt and offend; they can inspire and build trust. Scripting provides team members with the right words to use. We have the power to choose our words. When dealing with customers, it is vitally important to use words that build relationships and communicate trust. Scripting helps team members choose the right words at the right time. Scripting is an effective tool that can be used by all KCU team members.

Phrases to Avoid

Phrases to Use

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|---------------------------------------|--|
| I don't know | I really don't know, but I will be happy to find out for you. |
| It's our policy (as a total response) | We are committed to ... therefore. ... |
| Can't | I am sorry, it is not possible |
| All I can do is | Is there anything else I can do to help you? |
| I won't be able to... | I apologize for the inconvenience (provide reason) |
| That is not my job | Let me direct you to the proper person to ensure this gets taken care of. |
| You should have | Let's see how we can assist you |
| You'll have to | Is there anything else I can do to help you? |
| Hang on | Are you able to hold? |
| We are short staffed | I have the time. How may I help? |
| I am too busy | How may I serve you? |
| Do you understand | This is what you can expect |
| I do not have time | Even though I cannot respond immediately, I will get back to you by _____ (provide timeframe). |
| I am new | I will find out for you |

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| They told us we had to | We want to exceed your expectations |
| I am having a bad day | Good morning/afternoon/evening |
| I don't agree with this decision (blaming) | I realize this is difficult for you. There is a reason for this |
| Must | Here are some options |
| Didn't make the cut/Numbers did not add up for you. | We want you to be successful. Let's identify some areas for improvement and develop strategies to meet your goals. |
| You just need to try harder | What are some barriers affecting your performance? |
| Watch your language | This language is not what we expect as a Christ-honoring institution. |
| You misunderstood me | Can I please clarify? |

FERPA Guidelines

The Family Education Rights and Privacy Act of 1974 (FERPA) is a federal law which protects the privacy of student education records. The purpose of this act is to give students the right to inspect and review their education records, to seek to have the records amended, to have some control over the disclosure of the information from the record, and the right to file a complaint if they believe the university failed to comply with FERPA requirements (FERPA.org).

Faculty members of Kentucky Christian University have access to some of the student's academic record. It is our responsibility to adhere to the rules regarding the access and confidentiality of student records. The following information pertains to current and former students.

Certain information which is considered directory information can be disclosed to a third party without prior written authorization of the student (**unless the student has filed a request to withhold directory information**).

Kentucky Christian University identifies the following as Directory Information:

- Name
- Date and Place of Birth
- Home Address
- Dates of Attendance
- Degree sought and expected date of graduation
- Major/Minor field of study
- Grade Level (Freshman, Sophomore, Junior or Senior)
- Enrollment status (e.g. undergraduate or graduate, full-time or part-time)
- Previous institutions attended
- Degree(s) conferred (including dates)
- Honors and Awards
- Participation in officially recognized activities/sports

Do not release the following information unless you have written and signed approval by the student to do so to a specific third party:

- Academic Standing
- Address and phone number
- Specific courses taken/taking
- Grades
- Financial data

It is better to be cautious since you may not be aware of students who have requested directory information to be withheld. Please contact the Registrar's office with any questions or requests from a third party that was made without the student's written and signed request.

Human Resources Policy Review

The following policy review will help familiarize you with the culture and standards of KCU. As a premier institution of Christian Higher Education, we expect nothing less than your best. All team members are responsible for adhering to the established policies, procedures and guidelines.

Dress for Success

All team members are to project a professional image to internal and external customers when representing KCU on or off campus:

- Personal hygiene is expected to be maintained daily to prevent offensive odors.
- Nose, tongue, or other facial jewelry (including earrings for men) are prohibited during working hours.
- Tattoos are to be concealed at all times during working hours.
- Hair should be neatly combed and facial hair should be clean, neatly trimmed.
- KCU name badges are to be worn prominently.
- Business casual or business dress are required during work hours and clothing should be neat, clean, and wrinkle free with clean shoes and proper foot coverings. Modest dress is expected.
- The following items are unacceptable attire for all team members during KCU business hours, unless specifically allowed by individual supervisors:
 - Denim
 - Worn, torn or dirty clothing
 - Mini-skirts
 - Shorts
 - Tank tops (without covering)
 - Mid-riff shirts

Team Member Responsibilities

Licensure/Registration/Certification

You are responsible for maintaining current licensure and certification in your respective field. Do not rely on someone else to remind you that an expiration date is close. Please forward any new certifications, licensures, etc. to the department head and to the Human Resources Department. This information should also be included in your team member file. Failure to maintain licensure or certification may result in termination.

Drug, Alcohol, and Tobacco-free workplace

KCU is a drug, alcohol, and tobacco-free work place. Use of such substances is prohibited for any KCU team member. Drug, alcohol, or tobacco use is prohibited from any KCU campus, facility, property, vehicle, parking lot, or any other KCU entity. Non-compliance with regulations will result in disciplinary action.

Personal phone calls

With the exception of illness/crisis, cell phones and personal phone calls should not be taken in the student learning environments (lecture rooms, testing areas, etc.).

Orientation/Probationary Period

The orientation period for new team members is 90 days, or as delineated by department head.

Performance Evaluations

You and your supervisor will discuss your strengths and identify areas of opportunity for improvement through a performance evaluation. After your orientation period and annually, you will receive formal feedback on your performance.

Zero Tolerance Policies**Substance abuse**

To maintain a safe environment for the KCU campus community, KCU has a zero tolerance policy related to members being under the influence of alcohol or illicit drugs. Violators of this policy will be terminated.

Workplace violence

The safety and security of everyone on KCU's campus is of vital importance. Acts or threats of violence, intimidation, harassment or coercion will not be tolerated. Please report any instances immediately to your supervisor. If immediate response is required, please call 911. Weapons are not permitted on KCU's campus.

Sexual harassment

KCU has zero tolerance policy for sexual harassment. Any behavior considered inappropriate should be reported to the appropriate department head. Documentation of the incident and follow up should be provided and placed in the appropriate team member's file. Violations in regard to sexual harassment are subject to disciplinary action and possible termination.








Uncollegial behavior

Collegial behavior is expected of each KCU team member. Uncollegial behaviors such as rudeness, triangulation, gossip, insubordination, etc. are not tolerated and are subject to disciplinary action and possible termination. Personal disagreements are handled privately following the Matthew model of conflict resolution. The offering of and accepting of constructive criticism is at the core of continuous improvement and is practiced regularly at KCU.

Customer exploitation

KCU team members are not permitted to require or influence students/other team members to participate in activities for personal gain in exchange for academic or other benefit.

Parting Thoughts: KCU is a place where:

-  faculty and staff actively and enthusiastically disciple students to be followers of Christ
-  the first person to identify a problem is empowered to address it
-  healthy conflict resolution is encouraged, and used as a resource for mentoring students
-  trash, litter, unsightly conditions, etc. are never ignored, they are addressed by the first team member to notice them, or appropriate personnel are notified (i.e., Housekeeping, Maintenance, etc.)
-  building community is a continual process
-  every team member is responsible for recruitment and retention
-  we make an intentional effort to learn the names of students and colleagues

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“IT’S NOT ABOUT ME” – Chapter 14

“So, you like Jewish authors?”

The fellow asking the question sat on the aisle seat. I had the window, which meant I had a view of the runway. The mechanical crew was repairing a bird dent on the wing. While they worked, I read. As I read my Bible, the rabbi interrupted.

“So, you like Jewish authors?”

The twinkle in his eye betrayed his pleasure in the question. His chest-length mop of beard couldn’t hide his smile. I had spotted him earlier in the waiting area. The tassels from his shirrtail and hair-clipped yarmulke led me to peg him as the pious, silent type.

Pious. Yes. But silent? He loved to talk. He loved to talk Torah. I was in for a lesson. Tucked away in the ceremonies and laws of Moses, he explained, are pictures of God. Who could offer a sacrifice and not weep for God’s grace? Who could read about servants redeeming their kinsmen and not think about God redeeming us? And who could read the third commandment without remembering to live for God’s glory?

I signaled a time-out, opened to Exodus, and read the third command: “You shall not take the name of the LORD your God in vain” (20:7). My puzzled expression was enough to request an explanation.

“Don’t think language; think lifestyle,” he instructed. “The command calls us to elevate the name or reputation of God to the highest place. We exist to give honor to his name. May I illustrate?”

By now the damaged wing was fixed (the plane’s; can’t speak for the bird). And as we gained altitude, so did the rabbi. I took notes. He proceeded to create a story involving a Manhattan skyscraper. Everyone in the building works for the CEO, who offices on the top floor. Most have not seen him, but they have seen his daughter. She works in the building for her father. She exploits her family position to her benefit.

One morning she approaches Bert, the guard. “I’m hungry, Bert. Go down the street and buy me a Danish.”

The demand places Bert in a quandary. He’s on duty. Leaving his post puts the building at risk. But his boss’s daughter insists, “Come on, now; hurry up.”

What option does he have? As he leaves, he says nothing but thinks something like, *If the daughter is so bossy, what does that say about her father?*

She’s only getting started. Munching on her muffin, she bumps into a paper-laden secretary. “Where are you going with all those papers?”

“To have them bound for an afternoon meeting.”

“Forget the meeting. Come to my office and vacuum the carpet.”

“But I was told...”

“And I am telling you something else.”

The woman has no choice. After all, this is the boss’s daughter speaking. Which causes the secretary to question the wisdom of the boss.

And on the daughter goes. Making demands. Calling shots. Interrupting schedules. Never invoking the name of her dad. Never leveraging her comments with, “My dad said...”

No need to.

Isn’t she the boss’s child? Doesn’t the child speak for the father? And so Bert abandons his post. An assistant fails to finish a task. And more than one employee questions the wisdom of the man upstairs. *Does he really know what he is doing?* They wonder.

The rabbi paused here. We both felt the plane nosing downward. His remaining time was short. But his point was clear. The girl dishonored the name of her father, not with vulgar language, but with insensitive living. Keep this up and the whole building will be second-guessing the CEO.

But my traveling partner wasn’t finished. He scratched his bearded chin and lifted both eyebrows as he proposed, “But what if the daughter acted differently?” and then proceeded to recast the story.

Rather than demand a muffin from Bert, she brings a muffin to Bert. “I thought of you this morning,” she explains. “You arrive so early. Do you have time to eat?” And she hands him the gift.

En route to the elevator she bumps into a woman with an armful of documents. “My, I’m sorry. Can I help?” the daughter offers. The assistant smiles, and the two carry the stacks down the hallway.

And so the daughter engages the people. She asks about their families, offers to bring them coffee. New workers are welcomed, and hard workers are applauded. She, through kindness and concern, raises the happiness level of the entire company.

She does so not even mentioning her father’s name. Never does she declare, “My father says...” There is no need to. Is she not his child? Does she not speak on his behalf? Reflect his heart? When she speaks, they assume she speaks for him. And because they think highly of her, they think highly of her father.

They’ve not seen him.

They’ve not met him.

But they know his child, so they know his heart.

By now the flight was ending, and so was my Hebrew lesson. Thanks to the rabbi, the third command shouldered new meaning. Paul, another rabbi, would have appreciated the point. He

wrote: “We are ambassadors for Christ, as though God were making an appeal through us” (2 Corinthians 5:20). The ambassador has a singular aim – to represent his king. He promotes the king’s agenda, protects the king’s reputation, and presents the king’s will. The ambassador elevates the name of the king.

May I close this book with a prayer that we do the same?

May God rescue us from self-centered thinking. May we have no higher goal than to see someone think more highly of our Father, our King. After all, it’s not about....well, you can finish the sentence.

“You know how the story ends?” the rabbi asked as we were taxiing to a stop. Apparently he had a punch line.

“No, I don’t. How?”

“The daughter takes the elevator to the top floor to see her father. When she arrives, he is waiting in the doorway. He’s aware of her good works and has seen her kind acts. People think more highly of him because of her. And he knows it. As she approaches, he greets her with six words.”

The rabbi paused and smiled.

“What are they?” I urged, never expecting to hear an orthodox Jew quote Jesus.

“Well done, good and faithful servant.”

May God sustain you until you hear the same.