

MMFT Faculty Handbook

Marriage & Family Therapy Program



Division of Applied Health Sciences

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Pfeiffer University Statement of Mission

Pfeiffer University is a globally engaged, regional university distinctive for its transformational undergraduate experiences and its leadership in professional and graduate programs that fill demonstrated needs. Vested in its history as a United Methodist-related university and propelled forward by an innovative faculty and staff, Pfeiffer prepares its students for a lifetime of achievement, scholarship, spirituality and service (see Mission Statement, Pfeiffer University Catalog for Graduate Programs, 2019-2020; see Pfeiffer Forward brochure). Since the university was established in 1885, the institution has been committed to the ideas of servant leadership and has emphasized the preparation of students to become “transformative servant leaders.”

Marriage and Family Therapy Program Mission Statement

The Marriage and Family Therapy Program at Pfeiffer University is designed to prepare servant leaders as marriage and family therapists and agents of positive change to work specifically with individuals, couples, and families in a wide variety of work settings. The mission of the Marriage and Family Therapy Program is to provide effective clinical and academic training in marriage and family therapy to students who affirm the dignity and integrity of all individuals and who demonstrate respect for diversity through life-long learning and competent practice of marriage and family therapy.

Herein, the acronym MFT will refer to “Marriage and Family Therapy.” The acronym MMFT will refer to the Master of Arts degree program in Marriage and Family Therapy and also the course prefix for graduate MMFT coursework. The undergraduate coursework in marriage and family systems will be referred to by the prefix MFT (see the Human Relations Undergraduate Program).

Pfeiffer University -- Diversity Defined

Diversity refers to the recognition and appreciation of differences and similarity across a variety of overlapping domains, including race, ethnicity, socioeconomic status, disability, sexual orientation, religion, spirituality, worldview, geography, age, family status, and life experience. “A genuine community is achieved when persons of various backgrounds, interests, talents, cultures, faiths, and world views assemble around their shared humanity and personhood as children of God. Pfeiffer University encourages and celebrates the diversity of its educational community, realized by access to higher education for varied populations of students. Across all educational experiences, the University nurtures the dignity of each individual, her or his intrinsic self-worth and merit to the community, self- and mutual understanding, and civil discourse and collaboration” (Statement of Enterprise Strategy, p. 11). Additionally, “Unity in Diversity” is a priority as stated on p. 4, Pfeiffer University’s Statement of Values.

MMFT Program Diversity & Inclusivity Statement

The Pfeiffer University Graduate School strives to cultivate and sustain a diverse, inclusive and intellectually rigorous environment that embraces differences across domains (e.g., gender, race, age, ethnicity, sexual orientation, sex, appearance, body image, socioeconomic status, personal ideas/value systems, marital status, maternal/paternal status, power differential, chronic/terminal illness, etc.). Diversity and Inclusivity is explored within a context of cooperation, shared responsibility, humility, and mutual respect that promotes learning, personal growth, and service through culturally competent community engagement. It is achieved by fostering respect, appreciation, and safety of all students through clarity of purpose, authentic trust, and outcome education.

Faculty members serve at the pleasure of the Provost – the Provost serves at the pleasure of the President – the President serves at the pleasure of the Board of Trustees...

The importance of being a member of the MMFT FACULTY TEAM

Welcome to the Clinical Graduate Program of Marriage and Family Therapy at both the Charlotte and Raleigh/Durham locations. The MMFT Program is accredited by the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE) in collaboration with the American Association for Marriage and Family Therapy (AAMFT). Herein, the acronym MMFT will refer to the Master of Arts degree program in Marriage and Family Therapy and the course prefix for graduate MMFT coursework.

We work hard and play hard. Please make a commitment to respect and support your colleagues with personal “team” effort in whatever role they serve. Your punctuality and office hours schedule must be consistent and reliable as approachability and visibility is key to our students’ expectations. You are also expected to post your (3) hour office availability on the days you teach in your syllabus and on your office door. Always demonstrate tact and professional etiquette. If we are able to trust in each other’s transparency, genuineness, professional judgment, and hard work ethic through effective communication and intentionality, it will help to move us further along the road to achieve Pfeiffer University’s Marriage and Family Therapy “Educational Outcomes,” student success, and faculty fulfillment. Please also become familiar and do your very best to comply with the MMFT faculty policy, expectations, and courtesies hereby presented in this MMFT Faculty Handbook (2020-2021). Also take time to study the MMFT Student Handbook so you can refer to it readily when students ask questions on policy and expectation.

Additionally, please make a concerted and dedicated commitment to recruit and grow student enrollment and clinic clientele. Programs grow from quality curricula, great professors, and “visible” faculty team harmony and integrity. Be sure to also reach out to other faculty members to guest speak in your classes and/or share their expertise and/or professional research interests. Lastly, don’t let other professors be strangers in your own academic classes.

“One of the chief objectives of education should be to widen the windows through which we view the world.” (Quotation by Arnold Glasgow)

<p>Educational Outcomes = Program Goals + Student Learning Outcomes + Expected Faculty Roles</p>

MMFT Program Goals (PGs)

Academic Achievement
Diversity
Clinical Effectiveness
Student Development

Student Learning Outcomes (SLOs)

Theoretical Knowledge/Academic Training
Diversity
Clinical Effectiveness
Individual and Relational Development
Professional Identity & Issues
Research

Expected Faculty Roles – See attached job descriptions for all MMFT positions

Teaching
Mentoring & Supervision
Professional Engagement & Practice

* Please take note that the MMFT Faculty Handbook is a living document and will be edited as institutional changes occur. See last page for further information.

<p>Prescribed Student Program of Study for Advising</p>
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Marriage & Family Therapy students must complete his/her curriculum within a maximum (5) years after initial enrollment. Most students will need an average of (3-4) years to complete both the academic and experiential requirements of the program contingent on his/her full-time or part-time status respectively. Formally accepted students must be continuously enrolled and are required to register and complete a minimum of (6) semester hours/two graduate courses and a maximum of (9) semester hours/three graduate courses during each fall and spring semester and a minimum of

(3) semester hours and a maximum of (6) semester hours during the summer semester until the course work is completed. Students may only choose (1) content course during Summer I and (1) content course during Summer II. If a student is enrolled in MMFT 690 during the summer semester, students may enroll in only (1) additional content course to fulfill the (6) credit hour maximum. If you are an advisor, you should have a copy of the course prerequisites and copies of the sample part-time and full-time program of study to help guide you when you are currently advising. Do not hesitate to consult with your program director if you have questions.

Please note that a 4th course or total of (12) credit hours during any Fall or Spring semester is restricted due to the graduate rigor of clinical program requirements. If a student is currently enrolled in MMFT 690, enrollment in a 4th course is strongly discouraged due to client care, scheduling limitations of supervision, and field placement responsibility. Under very rare circumstances, students who request to enroll in more than 9 credit hours during the Fall/Spring semesters or more than 6 hours during the summer semester will need to request written permission from the Program Director or Site Director. S/he will hear the request and then move it to an ad hoc faculty meeting for consideration. A decision based on a majority vote will be formally documented and submitted to the student within (10) working days. A copy of the documentation summary will also be submitted to the Dean of the Graduate School and filed in the student's folder. If the student chooses to appeal the decision, the Dean should be contacted by email within (3) working days.

What is most important in a clinical program, is the focus of the intern on the client, and the capacity to serve clients as fully present in the therapy room. The Program of Study is structured to prevent/mitigate burn out as the burden of four courses scheduled over four week nights limits the available time to schedule the 10 hours of client contact in the clinic, the minimum of 10 client contact hours at the externship, and the minimized amount of time to complete required clinic documentation. The ultimate ethical mandate is "Do no Harm."

Additionally, a 3.0 GPA must be maintained to continue in the program and to pursue candidacy. Not more than two (2) grades of "C" are allowed towards the satisfaction of graduation requirements. Neither may a student earn a grade of "C" or lower in their experiential applied coursework including MMFT 606, MMFT 607, MMFT 620, MMFT 621, MMFT 670, MMFT 685, or MMFT 690). In this event, the student will be required to enter the remediation process and retake the applicable course at the discretion of the Faculty Remediation Committee (FRC). Herein, the FRC shall refer to all full-time faculty members including the Program Director and/or Site Director, and the Clinic Directors.

Annual Faculty Professional Development and Goals

All faculty members and/or supervisors must develop annual professional goals at the commencement of every contractual academic year. Each faculty member and/or clinic supervisor will formally determine his/her mutually intended collaborative goals for his/her developmental planning. The Professional Development and Goals form will then be completed by each full-time faculty member by the scheduled due date and approved and signed by the Charlotte MMFT Program Director/RDU Site Director before it is forwarded to the Assistant Dean of Applied Health Sciences. The form will then be reviewed and assessed the following academic year during the month of August and forwarded to the Program Director/Site Director by September 5th. For Pfeiffer University's promotion and contracts timeline, please see the institutional document as reviewed in your MMFT departmental meeting at the August Fall Conference.

For faculty members and/or supervisors who are unable to fulfill his/her expected role responsibilities and professional duties satisfactorily and/or comply with the Pfeiffer University Faculty Handbook and/or the MMFT departmental policies, expectations, and courtesies, (MMFT Faculty Handbook), a mutually appropriate remediation plan will be established and reviewed at regular intervals with your direct supervisor. Pfeiffer administration highly encourages mentorship and corrective feedback to promote a positive and committed win-win workplace environment for both faculty and students.

MMFT Faculty Professional Development – University funding suspended

Faculty members are encouraged to attend one professional development opportunity each semester if desired. Faculty members may not miss a scheduled class more than once during a formal semester for professional development. During that one class absence during an academic semester, faculty members must secure a qualified instructor or other full-time faculty to take roll and teach for the full scheduled class time. Note: Faculty may not cancel the traditionally seated class or substitute it with an outside assignment or computer exercise. Please note that the faculty absence form is required for ALL scheduled absences and must be submitted to the Program Director/Site Director at least four weeks prior to travel. Additionally, conferences/conventions conducted outside of the United States are no longer supported by Pfeiffer University due to COVID-19 and the high exposure risk of mass transit.

All MMFT faculty members are entitled to apply for University professional development funds during the academic year as long as it is approved first by the Program/Site Director, and then onto the Assistant Dean of Applied Health Sciences (see Professional Development Funds Application). Once it is approved, the form and accompanying receipts are submitted to the Academic Climate Committee for professional reimbursement.

Please be sure to request professional funds that are “directly” related to your professional licensure, e.g., Marriage and Family Therapy, Professional Counseling, or Substance Abuse/Crisis as required also for continuing education (CEUs) to receive or renew certification or fulfill annual maintenance of state licensure and/or supervision. The university development funds have awarded up to \$1,000.00 reimbursement for full-time faculty members who are selected to present at a conference and up to \$750.00 for those who are just in attendance for the entire conference. The university will not reimburse travel expenses for transportation to/from unless the individual is attending the conference for a minimum of two full days.

Additionally, after one full year of a full-time faculty appointment at Pfeiffer University, the MMFT Department will award up to \$1,000.00 reimbursement for faculty members who are selected to present at a professional conference and up to \$750.00 for those who are just in attendance for the entire conference. The department will not reimburse travel expenses for transportation to/from unless the individual is attending the conference for a minimum of two full days.

Expected Faculty Course Load

Each full-time graduate faculty member is expected to teach (3) graduate courses each fall and spring semester. Each full-time undergraduate faculty member is expected to teach (4) undergraduate courses each fall and spring semester. During the summer semester, it is encouraged (but not required) that full-time faculty members teach summer coursework to maintain curricular consistency and rigor. Full-time faculty will always receive the right of first refusal before a summer course is offered to an adjunct instructor. All adjunct instructors must have achieved a PhD in a mental health related course except for those supervisor candidates who are directly under the supervision of an approved AAMFT Supervisor and are otherwise qualified to teach internship (MMFT 690/690A) only.

Each course overload or graduate summer course is paid at the rate of \$3500.00 per course. Each undergraduate summer course is paid at the rate of \$2000.00 per course. Please also note that a faculty member may not schedule either (2) classes during the same day/evening or (1) class and (1) supervision session during the same day/evening. Classes must be scheduled on different days of the week. During the summer semester, a maximum of two courses conducted on different days may be contracted as an overload by 10-month faculty.

Keep in mind that even when you are not currently teaching a course, you are always in a relationship with the university if you have signed a contract for the following year, and are expected to help out the team as requested under extenuating circumstances, e.g., unexpected, but necessary training, technical writing, accreditation response, curriculum development, mock sessions, ad hoc university committees, etc.

Expected Office Hours for Faculty & Requests for Student Appointments

All full-time faculty members are expected to be accessible and approachable to students for academic advisement and/or consultation throughout the academic year. If students appear to struggle with assignments and/or deadlines or grades on primary assignments that reflect poor scores, faculty members are expected to reach out to students and initiate a structured professor: student appointment. If students should miss two classes during the Fall or Spring semester, and one class during the Summer semester, it is the professor's responsibility to reach out to the student directly in advance to remind them of the (3) absence/(2) absence consequence respectively, as s/he will automatically have (5) points deducted from his/her final grade average. Should the student miss a total of (3) classes during the Fall or Spring semester and two classes during the Summer semester, the student should withdraw from the class immediately to avoid an automatic grade of "F."

For each course taught, faculty members are required to afford students a total of a 3-hour office window of time either prior to or after the scheduled class (e.g., 2 hours before and 1 hour post class depending on the class schedule or 1 hour before and 2 hours post class) even if appointments have not been previously scheduled. Appointments may be better appointed by a pre-arranged schedule in order to secure student privacy in your assigned office. A copy of your weekly schedule should also be posted on your office door, and faculty members should be visible and approachable. If you move to a different area or floor, please leave a post-it note on your door to clarify your whereabouts. Note that it is affirming for students to know when you plan to be on campus during a predictable schedule to support our Pfeiffer University open door policy. Please do not allow students to stand in office doorways or sit outside in hallways when faculty and students are attempting to conduct private conversations. Students should wait in a designated area where faculty can locate them when a private meeting has been concluded.

The Provost promotes visibility of all faculty members on campus before and after classes, especially around the 4/p and 7/p hour when students are on campus and proceeding to classes (except for post MMFT classes concluding at 10:00). All academic meetings must be scheduled on campus during Pfeiffer University's regular operating schedule except for a state crisis or national emergency. Faculty members may not meet with students off campus unless a club event or MMFT event is scheduled and all faculty/student participants are invited. Heed potential boundary crossings with students: Popularity is not our goal, but rather a safe work and learning environment for both students and faculty is an ethical mandate. The #1 priority between students and professors is "trust."

Faculty Classroom Expectations & Assessment

Faculty members are expected to attend all 3-hour class sessions during the semester. Class meetings may not be simply cancelled under any circumstances. In case of a prescheduled absence, the Program/Site Director must be alerted by a signed faculty absence form in advance (at least 4-weeks prior). In this case, the faculty member is expected to find a willing peer faculty member who will voluntarily commit to prepare and teach for the entire 3-hour class. You will provide the name of this faculty member on your faculty absence form.

Most faculty members are willing to cover classes for each other on a quid pro quo basis, especially during an unexpected emergency. If not, it is the assigned faculty member's responsibility and prerogative to pay a qualified/credentialed instructor a mutually agreed upon amount. Additionally, classes may be covered by the video bridge between campus locations if the topic is aligned between locations and organized in advance of the class meeting. If another faculty member is not reasonably available to take your place in the classroom and the class must be ultimately cancelled, the class time must be made up by meeting on a Friday or Saturday for an additional class time, or adding class time to the beginning or end of class each week until the time lost is resolved. Altering the class schedule may also be the only solution to cover a cancelled class for inclement weather should the university be officially closed.

New faculty members will be observed and evaluated in the classroom during their first academic year, once in the Fall and once in the Spring by the Program Director/Site Director respectively. The Fall observations will be announced. The Spring observations will be unannounced.

Pfeiffer Faculty who have already achieved satisfactory classroom observation scores from the previous academic year, will be observed in the classroom 1x annually during the academic year. This classroom observation will be unannounced and conducted by the Program Director and Site Director on their respective campus. The Clinic Director on each campus will observe and evaluate each of his/her supervisors -- 2x unannounced during each academic year for all new supervisors and 1x unannounced annually for seasoned full-time supervisors. For adjunct supervisors, the supervisor must be observed and evaluated unannounced during each and every semester.

If the remediation action and expectation is unmet by the designated calendar date prescribed in the remediation plan, the faculty member will receive a letter of non-renewal by December of the corresponding academic year.

It is also helpful to note that a mid-term departmental evaluation is distributed by the local MMFT supervisor during the 8th week of the regular fall and spring semester and is intended to solely foster course feedback from the students for each faculty member's personal benefit before the standardized feedback and electronic data is collected at the end of the semester. Copies of this mid-term evaluation are personally forwarded to the faculty member/supervisor and stays within the department personnel files to alert local

supervisors that additional academic support may be required. Please feel free to reach out for help as it is needed.

Designated Class Meetings & Final Exams

Classes meet during the fall and spring semesters for a total of 16 weeks: 15 weeks of traditionally seated instruction and 1 seated final exam to be administered during the 16th week. Final exams may not be given prior to the 16th week at which time a minimum of a 2-hour graded exam experience must occur in the assigned classroom.

Summer classes generally meet during a five-week condensed session, meeting two times weekly. The exams are given during the 11th class session. Internship (MMFT 690/690A) generally conducts summer classes during a 10-week condensed session and schedules presentations of their client work during the time designated for final examinations.

With the exception of internship classes, all professors are required to administer an objective and/or essay final exam to cover the course content at the conclusion of the semester. Exams should cover substantive material over a two-hour or longer seated testing period, not to exceed three hours.

Classes are scheduled for 3-hours during the fall and spring semesters. Consequently, classroom breaks during the class should be scheduled no longer than (1) 15-minute break and a dismissal time at approximately 15-minutes prior to the hour (e.g., 6:45/p or 9:45/p). MMFT 603 will be dismissed only at 6:50/p or 9:50/p respectively to conclude the therapeutic group component efficiently.

Potluck dinners and party foods are NOT permitted as part of the final exam experience. Additionally, final exam schedules may not be altered by the professor. If students persist in being absent during the 16th week exam experience, students will be given an Incomplete (I), and arrangements will be made between the professor and the student to administer the exam within the first (30) days of the next semester. If the student does not appear for the make-up exam, the student will receive a grade of "F."

Faculty Program Expectations and Accountability

The MMFT Program's work week is Monday-Friday which means that you must be responsibly available to be contacted on all (5) days of the week. Scheduled meetings may require you to be available on a Friday, or present by Zoom. If you have a scheduled trip out of town that does not conflict with a scheduled Pfeiffer meeting on a Friday, please let the Program/Site Director know in advance and stay abreast of email communication on personal cell phones. However, please note when institutional deadlines are posted, all faculty members are expected to comply with all scheduled deadlines regardless of a faculty absence or scheduled travel plans, e.g., submitted

grades to the registrar. Keep in mind that you are accountable to the university and the conditions prescribed in your personal contract.

The MMFT Program also sponsors the Graduate Student Association (GSA), the Delta Kappa Honor Society (DK), the Faculty Interview Committee (by students), and the Alumni Association – all at both locations. Since each campus sponsors and maintains these core activities, a faculty member will be assigned to be a sponsor for each. If you have an interest in serving as a sponsor, please see your Program/Site Director.

On the other hand, our administration and staff support faculty free time and relaxation and do encourage you to have a Pfeiffer free weekend without Pfeiffer MMFT emails and phone calls. Please see Email Office Etiquette.

Accreditation Accountability

Charlotte Campus, 1515 Mockingbird Lane, Charlotte, North Carolina 28209
 Eligibility Criteria Due: Oct 01, 2020 (Version 11 Accreditation since 2015)
 Self-Study: Oct 01, 2021 (Version 12)
 Renewal Date: Nov 01, 2022
 {Accredited by COAMFTE in November 2010/Reaccredited in December 2015}

Raleigh/Durham Campus, 600 Airport Boulevard, Suite 600, Morrisville, NC 27560
 Eligibility Criteria Due: Apr 01, 2022 (Version 12 Accreditation) since 2017)
 Self-Study: May 01, 2023
 Renewal Date: May 01, 2024
 {Accredited by COAMFTE in May 2014/Reaccredited in May 2017}

Additionally, COAMFTE now requires a lengthy annual criterion maintenance report based on program eligibility in addition to aggregated quantitative data relating to continuing enrollment, student achievement data, and graduate achievement including national AMFTRB pass information, licensure data, professional engagement, and employer response. All full-time faculty members will be accountable to collaborate with his/her local supervisor to write and submit his/her assigned section of the report no later than (3) work weeks or 15 days prior to the posted project deadline. All full-time faculty members will also be accountable to collaborate with his/her local supervisor to write and submit his/her assigned section of the reaccreditation Self-Study no later than 15 days prior to the posted project deadline. In order to teach in the MMFT accredited program, faculty members must be willing to actively participate in the COAMFTE process and support achievement of its Educational Outcomes (Program Goals and Student Learning Outcomes).

Email Etiquette

MMFT emails are sent and forwarded Monday through Friday between the hours of 9/a and 7/p (we have no control over emails from the broader campus), but they can wait until the next morning at 9/a or Monday mornings at 9/a, whichever one applies).

Emails are entirely avoided on weekends by both faculty members and students unless intentional team projects are willingly established and agreed. Of course, if there is an emergency or crisis incident in the clinic or on the Charlotte Campus, an immediate phone call to the Clinic Director and/or the Program Director respectively is immediately warranted. If there is an emergency or crisis incident in the clinic or on the RDU Campus, an immediate phone call to the Clinic Director and/or Site Director respectively is immediately warranted.

Emails should be checked at least 2x daily (morning before noon and again before 7/p). Please make every attempt to respond to emails during the same day they are received. If you receive an email after the 6/p window, you should wait and respond the next morning after 9/a “unless it is a crisis or emergency.” If you receive an email on a Friday after 6/p, you can wait and respond on Monday morning after 9/a unless it is an emergency.

Additionally, please try to avoid a string of conversational emails to any one colleague. Keep your emails direct and succinct. If the email is longer than 10 lines, it would be apparent that a phone call or meeting may be a better professional choice for communication. Of course, informational emails with departmental/ divisional/university attachments are excluded as they are entitled to potentially a page or two for general information to the entire faculty. Additionally, please do not initiate adversarial or conflictual emails, but rather make the effort and either ask the receiver for a face to face meeting or personal phone call ear to ear.

Departmental and divisional questions and/or requests should be directed to the Program/Site Director. If the Director cannot answer the question, s/he will proceed to the next senior level. Please do not randomly email Dr. Boe, Dr. Bullard, or Sharon Bard directly. We have a professional chain of command, and it should be respected. Questions should always be directed first to your immediate supervisor.

Attendance at Department, Division, and University Wide Meetings/Events

All full-time faculty members are required to attend all meetings and events scheduled by the MMFT Department, the Graduate School, and Pfeiffer University as scheduled. This includes Graduate Division Meetings, Saturday Graduations, Friday Graduate Banquets, Alumni Salutes, Delta Kappa Inductions, Fall Convocations, Graduate Council Meetings (after one year of Pfeiffer full-time employment), and Faculty Assemblies. Even on short notice, it is your charge to make arrangements to attend Monday through Friday meetings/events as your primary faculty role expectation. Please do not ask to be excused because of personal engagements or to leave early because of another personal calendar event. Asking to leave early or showing up late sends a message that one’s personal obligations are more important than those of other colleagues. Additionally, please make every attempt to arrive at all scheduled meetings at least 5-10 minutes prior to the start-up time.

Faculty Observance of Other Faculty and/or Student Meetings

If you observe a faculty member conducting a meeting in his/her office with a student, other faculty member, or external guest, please refrain from entering the office or yelling in a comment from the hallway until the meeting has properly concluded. Walking in on others with your own personal agenda results in immediate distraction to the person who entered the office space ahead of you. If you observe another professor on his/her phone for an extended period of time, please assume that s/he is participating in a scheduled phone conference and check back at a later time. It is best to schedule an appointment with a colleague at a time in which privacy can be protected.

External Employment

External employment requires completion of the proper HR form approved by the Dean of the Graduate School. Faculty members are encouraged to see clients during his/her own personal time **off campus** up to a limit of 8-10 hours weekly, as long as it does not impede expected faculty roles and responsibilities during the daily operations of the Pfeiffer workplace. Please do not conduct non-Pfeiffer/MMFT business during your work schedule on campus.

Running in from a private practice to class or running out to a private practice directly after class gives the message that the Pfeiffer position is secondary and less important to external obligations. If a faculty member complies with the 3-hour office rule, this hurried conflict should not occur. Unless you are an adjunct professor, teaching online at other universities is a direct conflict of interest and will not be permitted. If faculty members have signed a full-time contract with Pfeiffer University, it is expected that his/her faculty position at Pfeiffer University is his/her primary job responsibility and is scheduled first and foremost during the weekdays Monday through Friday.

Conducting Professional Counseling/Supervision on Campus

Effective immediately, faculty members may not see professional clients or external supervisees on campus property. While on campus, only the business of the MMFT Program/Pfeiffer University should be conducted. Although the Provost encourages professional practice **AFTER** workplace hours **OFF CAMPUS**, the Provost has determined that conducting outside interests during work hours are an interruption and distraction to the daily operations and faculty role expectations of the Pfeiffer workplace. Faculty members may **NO LONGER** use their offices to conduct professional client sessions or post-graduate/external supervision at any time. If professors should decide to take a rotation and see clinic clients on campus, it is only for co-therapy or intern demonstration purposes. All fees will be collected for the clinic only.

Pfeiffer University Meetings and MMFT Classroom Attire for Faculty

All faculty members on both graduate campuses are requested to honor the business casual dress code in order to role model for students who are entering the professional culture of career advancement. The former Executive Director of the NC licensure board encourages students to “dress for the job they want;” therefore, we are called to inspire our students to dress for success. Blue/colored jeans, tee-shirts, shirts without collars, sweatpants, leggings/spandex pants, cut-out blouses/cold-shoulder blouses, flip-flops, beach wear, nose studs, nose rings, earlobe gauges, visible, offensive tattoos, and tongue balls, etc., are not permitted.

Pfeiffer University Clinic Attire for Faculty & Supervisors

Pfeiffer University MMFT Supervisors will abide by the same Pfeiffer Institute and Pfeiffer Institute *Reach* dress code for student interns serving in the clinic. Please see attached copy of the clinic dress code. Please note that all nose studs, nose rings, excessive earrings, visible tattoos, body piercings, and tongue balls must be removed by all faculty, supervisors, and staff once they enter through the clinic doors.

Clinic Policies and Expectations

The Pfeiffer Institute of Marriage and Family Therapy (PIMFT) on the Charlotte Campus and the Pfeiffer Institute *Reach* (PIR) on the Raleigh-Durham Campus in Morrisville, are our in-house mental health clinics that serve the community and regional areas. A sliding scale based on financial need is available to offset the cost of individual, couple, or family therapy upon request.

Because our clinics follow the Health Insurance Portability and Accountability Act of 1996 (HIPAA) for Protected Health Information (PHI), we have created strict standards to protect sensitive patient health information from being inadvertently disclosed without the patient's consent or knowledge (administratively, physically, and/or technically). Academically, all healthcare information must be stripped of all identifiers that would allow any client(s) to be identified. Additionally, all client notes, Clinical Performance Assessments (CPAs), Professional Fitness Evaluations (PFEs), Student Classroom Evaluations (SCEs), and capstones & rubrics, must be completed, signed off, and submitted to the Clinic Director prior to the last day of the semester.

Other than the Program/Site Director, Clinic Director, Clinic Coordinator, assigned internship Supervisors for MMFT 690/690A, Administrative Assistant (Sheila Lythcott), contracted graduate assistants, current or pre-entry interns, scheduled clients, or authorized repair workmen, no friends, guests, or family members are permitted beyond the lobby waiting area at any time, even when the office is closed for business. Should a

formal brief tour or designated meeting be conducted by one of the above personnel for formally/educationally planned purposes (e.g., accreditation visit, offsite supervisors, Pfeiffer University senior leadership, etc.), a confidentiality notice must be completed and signed by each individual in attendance.

Should a former employee/alum/off site-supervisor be personally invited to the clinic to conduct official business, the individual must be formally authorized by the Program Director, Clinic Director, or Clinic Coordinator in writing and accompanied while on the premises. In other words, unauthorized and/or unaccompanied individuals will not be permitted beyond the clinic lobby.

Changing Syllabi and Criteria for Evaluation by Student Request

Be slow to alter Syllabi and Criteria for Evaluation just because of a student or class request. Some student frustration about assignments and due dates is par for the course on the first night of class, and simply calls for some thoughtful thinking and planning about the structure of your class before the second class meeting. Should you decide to make syllabus changes, an updated/revised syllabus should always be permanent on Bb no later than the second week of class. Additionally, all final syllabi must be emailed to Dr. Glen Rediehs at grediehs@carolina.rr.com and the Provost office. An email for this stakeholder will be forthcoming.

At the end of each academic semester, a copy of the final exam must also be emailed to the primary stakeholders above. The completed PMFTPs must be emailed individually (one-by-one) to Dr. Johnson first, and he will then tabulate and forward to Glen Rediehs again at grediehs@carolina.rr.com.

MMFT Student Classroom Evaluation (SCE)

In 2016, a Student Classroom Evaluation (SCE) was developed for faculty members to role model expected professional behaviors and courtesies in the professional workplace and monitor their practice in the classroom. The SCE is treated as one of the primary assignments in each and every class and also includes the supervision group class. It is worth 50 points and will be added into your total points for all assignments during the semester. The form will be completed and delivered to the student during the 13th week of class. If students have questions or issues about the assignment scoring, s/he should make an appointment to see the professor during the 14th week and require his/her signature above your signature after the meeting is reconciled.

Student Complaints about the Professor/Course Assignments/Grading

All student complaints and grievances must be discussed at the same level in which they originate, e.g., usually at the direct faculty supervisory level. If the student complaint is not resolved at the originating level, the official form for student complaints

and resolution (provided in the MMFT Student Handbook) is used to document all written complaints or grievances. The Student Complaint form will be written and signed by the complainant, and then submitted and discussed directly at the next senior level or with the Program Director (Charlotte Campus) or Site Director (Raleigh-Durham Campus) during a scheduled meeting. In the case that a student feels threatened by the respective professor and reaches out to the Program/Site Director, the Director will document/date all notes and meet with the faculty member to exercise proper due process. A follow-up meeting will be scheduled with the student within 30 days to assess any necessary remediation or intended results.

If the case is a sexual threat (discrimination based on sex in educational programs) and may potentially include sexual harassment, sexual assault, sexual violence, sexual coercion, etc., it should be reported directly to the Program Director, and forwarded immediately to the HR Director as a confidential Title IX investigation. If the case is a hostile workplace incident, it should be reported to the Program Director and also forwarded immediately to the Director of Human Resources. It is the responsibility of all MMFT faculty to report any direct or indirect acts of discrimination, hostility, or sexual misconduct on campus whereas students perceive and report an unsafe work space.

If the grievance is a clinical/internship issue, each intern is expected to complete his/her own complaint form and make a scheduled appointment with the Clinic Director (even if it is a shared complaint). If the grievance is not brought to satisfactory resolution, the Clinic Director will sign off that the complaint has not been resolved, and the student complaint form will be forwarded to the Program/Site Director. All matters proceed hierarchically from the Clinic Director or faculty member to the Program Director/Site Director, and then onto the Assistant Dean of Applied Health Sciences for resolution. If the matter is not satisfactorily resolved with the Dean, it will be formally referred to the Provost or Vice-President of Academic Affairs.

In almost all cases, it is preferable to handle a grievance informally at the level at which the grievance was initiated. For example, if the conflict is between two students in the same course, resolution between the students should be initially attempted with the assigned professor. With specific regard to students, if the source of the issue is among or between students in the broader program and it cannot be resolved, the individuals should be redirected to the Program Director/Site Director who will attempt to help the parties mediate a satisfactory resolution. If the conflict is between two interns and cannot be resolved between them, the individuals should begin the resolution process with the Clinic Director.

Please note that the Program Director must receive copies of the formal complaint form from whichever level it originates. If a complaint is not resolved by the Site Director on the Raleigh-Durham Campus, the formal complaint will proceed to the Program Director who will serve as the conduit before the complaint advances to the Assistant Dean of the AHS Division.

Grievance/Complaint Policy (Students & Faculty)

All **program** complaints and grievances (see Appendix 1.4, Student Complaint form) will be written and signed by the complainant, and then submitted and discussed directly with the Program Director (Charlotte Campus) or Site Director (Raleigh-Durham Campus) during a scheduled meeting. If the grievance is a **clinical/internship** issue, each intern is expected to complete his/her own complaint form and make a scheduled appointment with the Clinic Director (even if it is a shared complaint). If the grievance is not brought to satisfactory resolution, the Clinic Director will sign off that the complaint has not been resolved, and the student complaint form will be forwarded to the Program Director/Site Director. All matters proceed hierarchically from the Clinic Director to the Program Director/Site Director, and then to the Dean of the Graduate School. *If the matter is not satisfactorily resolved with the Dean, it will be formally referred in writing to the Provost or Vice-President of Academic Affairs.

In almost all cases, it is preferable to handle a grievance informally at the level at which the grievance was initiated. If the student does not feel safe, the Program/Site/Clinic Director or Director of HR should be contacted directly. For example, if the conflict is between two students, resolution between the students should be initially attempted. If the conflict is between a student and a faculty member, resolution between them should be initially attempted through email and/or a potential meeting. With specific regard to students, if the source of the issue is among or between students in the program and it cannot be resolved, the individuals should bring the grievance to the Program Director/Site Director who will attempt to help the parties mediate a satisfactory resolution. If the conflict is between two interns and cannot be resolved between them, the individuals should proceed to the Clinic Director. If the issue is not resolved at the Director level, it will be forwarded to the Dean of the Graduate School.

Note: All student complaints reported directly to his/her advisor or other faculty member directly must be properly documented on the printed Student Complaint Form and forwarded to the Program/Site Director for immediate processing.

If the issue is between faculty members, resolution should be initially attempted. If resolution cannot be secured, the individuals should bring the grievance to the Program/Site Director who will attempt to help the parties mediate a satisfactory agreement. If the conflict is between the faculty member and the Program/Site Director, the two parties will meet to attempt a satisfactory resolution. If the conflict cannot be resolved between them, the Program/Site Director and faculty member will proceed to the Dean of the Graduate School for mediation. All grievances/complaints must be ultimately reported at the program level and forwarded to the next administrative level until satisfactory resolution is rendered. Action Taken and Issue/Complaint Resolution will be officially documented on the Complaint Form (see Student Complaint Form; see Faculty Complaint Form).

*Please note that the Program Director must receive copies of the formal complaint form from whichever level it originates. If a complaint is not resolved by the Site Director on the Raleigh-Durham Campus, the Program Director will serve as the conduit before the complaint advances to the Dean of the Graduate School.

Student & Faculty Allegations

The Grievance/Complaint Policy is intended to officially hear and satisfactorily resolve all issues of concern for students and faculty within (10) working days. Formal complaints should therefore be documented and submitted no later than (72) hours after a conflict or issue occurs that cannot be resolved at the level at which the incident occurred. Should reporting and resolution not follow the Grievance/Complaint Policy, allegations not addressed within the structure of the policy and timeline cited, will not be adjudicated at a later date. Neither will allegations be addressed upon the separation of enrollment for students or separation of employment for faculty.

Responsibility to Students and Supervisees

Please note that faculty members may not fraternize with students off campus for any reason unless all participating students and faculty are formally invited to a scheduled MMFT meeting/event. Neither may students opt to fraternize with faculty members off campus. Therefore, the accountability belongs to both the faculty member and the student.

AAMFT Code of Ethics (2015)

Marriage and family therapists do not exploit the trust and dependency of students and supervisees.

3.7 Harassment.

Marriage and family therapists do not engage in sexual or other forms of harassment of clients, students, trainees, supervisees, employees, colleagues, or research subjects.

3.8 Exploitation.

Marriage and family therapists do not engage in the exploitation of clients, students, trainees, supervisees, employees, colleagues, or research subjects.

4.1 Exploitation.

Marriage and family therapists who are in a supervisory role are aware of their influential positions with respect to students and supervisees, and they avoid exploiting the trust and dependency of such persons. Therapists, therefore, make every effort to avoid conditions and multiple relationships that could impair professional objectivity or

increase the risk of exploitation. When the risk of impairment or exploitation exists due to conditions or multiple roles, therapists take appropriate precautions.

4.3 Sexual Intimacy with Students or Supervisees.

Marriage and family therapists do not engage in sexual intimacy with students or supervisees during the evaluative or training relationship between the therapist and student or supervisee.

4.4 Oversight of Supervisee Competence.

Marriage and family therapists do not permit students or supervisees to perform or to hold themselves out as competent to perform professional services beyond their training, level of experience, and competence.

4.5 Oversight of Supervisee Professionalism.

Marriage and family therapists take reasonable measures to ensure that services provided by supervisees are professional.

4.6 Existing Relationship with Students or Supervisees.

Marriage and family therapists are aware of their influential positions with respect to supervisees, and they avoid exploiting the trust and dependency of such persons. Supervisors, therefore, make every effort to avoid conditions and multiple relationships with supervisees that could impair professional judgment or increase the risk of exploitation. Examples of such relationships include, but are not limited to, business or close personal relationships with supervisees or the supervisee's immediate family. When the risk of impairment or exploitation exists due to conditions or multiple roles, supervisors document the appropriate precautions taken.

Campus Safety

No faculty member should remain alone on campus after business hours, either after the conclusion of the 7:00/p academic class or after the close of business in the clinic. If a faculty member should feel unsafe to walk to his/her car, please ask another faculty member or supervisor on campus to walk together with you to your vehicle. There is always safety in numbers.

Faculty and Student Governance of the MMFT Department

All faculty members are provided many opportunities to offer suggestions and feedback during monthly scheduled faculty team meetings. In fact, students, faculty, and alums play a very strong presence in the governance of our MMFT program at Pfeiffer University. To note, there are many consulting MMFT student organizations with standing boards of officers including the Graduate Student Association (GSA), Delta Kappa Honor Society (DK), Student Interview Committee), and Reaccreditation Committee which all impact the direction and success of Pfeiffer University's MMFT

Program. Faculty members also have an opportunity to weigh in with their thoughts on Stakeholder Feedback Program Surveys and impromptu conversations and ad hoc meetings.

For faculty members, the program assessment process follows the same format every year as scheduled in the Timeline Distribution of MMFT Surveys. Pfeiffer's MMFT Program has an extremely collaborative faculty team and all members experience an opportunity to speak and be heard at monthly meetings or ad hoc meetings as needed. Major MMFT work retreats for specific survey/ feedback analysis and review are scheduled during the fall faculty conference, late fall semester, and late spring semester. When reviewing surveys/assessments and student feedback, faculty members weigh in on critical discussion and make recommendations. A majority vote of core faculty is needed to make changes. Voted decisions/recommendations by the MMFT department are written by the Program Director or Site Director and forwarded to the Applied Health Sciences (AHS) Division. If the proposal is approved by a majority vote at the Division Meeting, it is then passed to the University Faculty Assembly for a majority vote at the mid-year meeting in January. If the proposal is not approved by the Division, it goes back to the MMFT Department for review or possible revision. Once the proposal has been edited per the division feedback, it is forwarded again for a majority vote by the Division and then proceeds to the next hierarchical level for approval.

MMFT Departmental/University Deadlines and Self-Care

We know how very busy you are each and every day when you commit to both our students and to our faculty team. No one thinks you have an easy job... I am the very first to realize that you need self-care and a renewal of self during the weekends. Please be aware of the Academic Calendar and make note of all departmental deadlines as they are posted. The Program/Site Director cannot possibly meet an Applied Health Sciences Division deadline if we are still waiting on multiple faculty responses -- it makes our department look unresponsive and unconcerned. Please keep your deadlines so we can meet ours. If you cannot make a deadline because of a personal crisis, please have the courtesy to call us by phone and discuss the issue so we can clarify the delay. It is a pleasure to lead a department whose faculty share in a collaborative vision. Thank you in advance for all you do!!

*This MMFT Faculty Team Handbook is a living document under continuing review and revision by the Marriage and Family Therapy Department. It contains many MMFT specific policies and procedures, but also frequently refers to the MMFT Student Handbook, the MMFT Program Clinic Manual, and the Pfeiffer University Faculty Handbook. Where referred to specific documents, you will need to directly access each document for further detail and information.

Appendices

- 1.0 = Faculty Contact Information
- 1.1 = MMFT Organizational Chart
- 1.2 = MMFT Program One-Sheet
- 1.3 = MMFT Program of Study
- 1.4 = MMFT Full-time Program of Study beginning Fall
- 1.5 = MMFT Part-time Student
- 1.6 = Professional Dress Code (MMFT Program)
- 1.7 = MMFT Program Director Job Description
 - 1.7.1 = MMFT Site Director Job Description (Raleigh Durham Campus)
 - 1.7.2 = MMFT Clinic Director Job Description
 - 1.7.3 = MMFT Clinical Coordinator Job Description
 - 1.7.4 = MMFT Clinic Director –vs- Clinic Coordinator Job Description Responsibilities
- 1.8 = MMFT Mission, Goals, and Outcomes Template
- 1.9 = MMFT Educational Outcomes and Linkage Chart
- 1.10 = MMFT Annual Survey Distribution List -