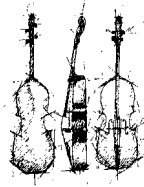


**The Music School** of the RHODE ISLAND PHILHARMONIC  
Faculty Manual

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**The Music School**  
of the RHODE ISLAND PHILHARMONIC

**Faculty Manual**  
August 2005

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**Section 1: Introduction**

**1.1 Welcome**

This faculty manual details The Music School of the Rhode Island Philharmonic’s (The Music School) expectations for faculty performance and conduct. This manual is the official source for information for all questions regarding relations between The Music School and the faculty. The Music School reserves the right to amend this faculty manual at any time. The Music School will make reasonable efforts to communicate any such amendments to faculty as promptly as possible.

**1.2 Mission Statement**

The Music School actively encourages a lifelong involvement with music for all people of Southeastern New England by offering a program of music-based arts education in a nurturing environment.

**1.3 History of The Music School**

The Music School was founded in 1987 by Alan Fox to provide high quality music education to all students, regardless of their social and economic background. The Music School is a member of the National Guild of Community Schools of the Arts. In the inaugural year, we achieved the fastest first-year growth in the fifty-year history of the guild.

The Music School is the largest community music school in Rhode Island and is committed to charging reasonable tuition and providing financial aid to the talented and the needy. In accordance with the mission of providing high quality

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music instruction, The Music School maintains a professional faculty of the highest quality.

From small beginnings, The Music School now provides music instruction for nearly 2,500 students in three locations across the state: Providence, Barrington and East Greenwich. The Music School reaches an additional 1,200 students through the community partnership programs

In 1994, The Music School received a matching fund grant from the Lila Wallace Readers Digest Foundation to increase financial aid for students and provide faculty development. These funds have allowed The Music School to triple the number of students receiving financial aid and help fund programs in the neediest communities. Faculty development funds have been used to establish health benefits, teacher training, performance opportunities, and student enrichment opportunities.

In January 2000 The Music School merged with the Rhode Island Philharmonic significantly increasing the Philharmonic's role in music education and outreach throughout the state, particularly for low-income and minority individuals and communities.

The Music School continues to receive support for education programs and scholarships from the Amateur Chamber Music Program, Amgen, Bank of America, Bank of Newport, Bristol County Savings, Carter Family Foundation, Mary Dexter Chafee Fund, the Mabelle Chapelle Endowment, Citizens Bank, the City of Pawtucket, the City of Providence, Alan Fox Fund, G-Tech, the Harmon Foundation, Hasbro Charitable Foundation, the Hearst Foundation, the Horton Fund, June Rockwell Levy, The McAdams Foundation, MetLife, National Endowment for the Arts, Paul Newman Charities, Ocean State Charities, Pawtucket Credit Union, Providence Business Development Corp, PSCC, the Rhode Island Foundation, RIHEBC, Rhode Island State Council on the Arts, Shaws Supermarkets, TACO, Target, Textron, WalMart and the Mable Wooley Foundation and from individual donors.

## **1.4 Purpose of the Faculty Manual**

This manual is designed as a guide and reference for faculty of The Music School. The Music School believes that it is in the best interest of the organization and its faculty to have written human resource policies to prevent misunderstandings and problems and to ensure that all faculty members know what is expected of them.

This faculty manual shall be construed under the law of the State of Rhode Island. In the event that any policies stated in this manual are determined to contradict any law, ruling or regulation of any government authority or agency, such laws will take precedence, but all other policies will remain in full force.

This manual cannot anticipate every situation or answer every question about policy or employment. It is provided solely as a guide and a reference. It is not an employment contract, and it is not intended to create contractual obligations of any kind.

## **1.5 Exceptions to Practices and Procedures**

Occasionally situations occur in which an exception to policy is desirable. Requests for exceptions should be directed in writing to the appropriate Faculty Department Chair. The Director must approve all exceptions in writing

## **Section 2: Faculty Information**

### **2.1 General Information**

The Music School will provide necessary services and make reasonable efforts with respect to establishment, billing and

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## Faculty Manual

collection of tuition, in order to provide its faculty members with the full advantages of teaching without their need to undertake such matters. Nevertheless, in extreme cases, The Music School reserves the right to request reasonable assistance from faculty members with respect to past due accounts.

The Music School reserves the right to transfer or cancel any student either temporarily or permanently after discussion with the faculty member. Faculty members also have the right to request that a student be transferred or removed by The Music School.

## 2.2 Faculty Responsibilities

Faculty members are obligated to cooperate with The Music School administration and to promote the policies and standards of The Music School. Faculty members are asked and expected to adhere to the following regulations:

- Faculty members must remain aware of each student's registration status. Faculty members should note if a student is registered, how many lessons he or she has registered for and the length of each lesson, and record attendance accurately.
- New students to The Music School are required to register prior to their first lesson. Faculty members must receive a "New Student Enrollment" voucher **before** teaching any lessons.
- Faculty members must teach Music School students only at The Music School's facilities unless special arrangements are made with the Director. No non-Music School students may be taught at The Music School's facilities or participate in recitals or concert activities.
- Faculty members should participate in developing the curriculum for each department of The Music School. Faculty members are required to teach and adequately cover the requirements of the curriculum and have students participate in yearly level recognition or juries if appropriate.
- Faculty members should direct concerns about parents, students, policy etc. to the Department Chair or the Assistant Director to help identify and remedy concerns or conflicts.
- Faculty members must have their students participate in and attend school recitals.
- Faculty members must respond in a timely manner to requests and communication from the Department Chair or members of TMS administration. Faculty members are responsible for reading all communication and information provided to them by The Music School.
- Faculty members must prepare written mid-semester progress reports for all non-adult students. Faculty members must also hold parent/teacher conferences during parent week and at the end of each semester. Copies of progress reports should be given to parents and to the Assistant Director
- Faculty members should communicate with parents on a regular basis. This activity is vital to maintaining parent's confidence in The Music School and in the faculty member, as well as to building a sense of community and understanding for parents, students, faculty members, and staff.
- Faculty members must inform The Music School immediately if they are unable to fulfill their teaching obligations. They must cooperate in the referral process by working with The Music School's to properly re-assign their students to other faculty members.
- Faculty members must contact students prior to the start of each semester to schedule returning students. Completed schedules are to be turned in to The Music School no later than two weeks before the beginning of each semester. This process enables The Music School to assign new students to the empty slots.

### 2.2(a) Keeping Attendance

**Completing Attendance Sheets** – Faculty members must maintain accurate attendance records. Faculty members are responsible for keeping track of how many lessons have been given to each student, and for relaying that information to the office in a clear manner each month. Attendance sheets must be submitted by the 16<sup>th</sup> of each month.

The Music School typically observes the public school calendar with its vacations and holidays.

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For the fall and spring semesters, students are registered for 16 sessions, but this may vary for students who start a term late. The Branch Manager will enter this information on the attendance sheets. If faculty members want to give a student more lessons than they have registered for, the student can simply register for the additional lessons with the Branch Manager or the Registrar's office. Please remember, unless the student registers, faculty members will not be paid for the additional lessons—even if faculty members put them on their Attendance Sheet.

Faculty members must follow the directions listed below to ensure they will be paid for their time and their students' accounts are accurate.

### Student Information – Check for accuracy

- Student Name (Note: Some students with different last names than their parents!)
- Phone Number
- Lesson Length

*Branch managers will confirm the number of lessons and if student has registered.*

### Recording Attendance – Basics

As faculty members fill out their Attendance Sheet each week, it is important that directions are followed, and that faculty members use the symbols listed below. If faculty members make up their own symbols and they cannot be clearly understood faculty members may not be paid accurately.

- Enter the date of each lesson in the row next to student's name
- Enter the appropriate Attendance Code in the box below the date.
- **Attendance Codes:**
  - ✓ **Check mark** = Student is **PRESENT** for lesson. (Note: Be careful the ✓ doesn't look like a "U")
  - E** = Student is **EXCUSED** (One (1) make-up lesson is required)
  - U** = Student is **UNEXCUSED** (No make-up lesson is required)

### Recording Attendance – Special cases

- School cancelled – Do not write anything (no date, no code)
- Teacher cancelled – Do not write anything (no date, no code)
- Extended lesson – Write the length under the date of the lesson (i.e. "3/4hr")

### Class Lessons

- Record the date of each class in each column of the attendance sheet. Check each student present or record U for absent. Omit dates of canceled classes.

### Faculty Amendments

There may be other teaching or performing opportunities for which faculty members will need to be paid. All payroll items other than weekly scheduled teaching will be paid through Payroll Amendment forms. These forms will be submitted by the Department Chair or staff member who scheduled the activity or may be picked up at each branch by the faculty member. Payroll amendments will be paid in the regular monthly payroll.

### Interview Lesson

If faculty members request an interview lesson with a student before accepting the student, the student is required to pay for this lesson.

### 2.2(b) Absences, Make-up Lessons and Rescheduling

- Faculty member absences must be reported to the office with as much notice as possible. Faculty are expected to notify students promptly. The office will help contact those students who were not reached.

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- Lessons due to faculty members' absence, weather, or other emergency must be rescheduled at the mutual convenience of the student and the faculty member. Faculty members may not designate substitute faculty members without approval from the Department Chair or the Assistant Director.
- In case of extended faculty member absence, a substitute faculty member may be used, but should be assigned and paid directly by The Music School.
- The first absence of the semester is considered an excused "E" absence regardless to whether the student calls to cancel or not. All other absences are considered unexcused "U" and are not subject to make-up lessons or credit.
- Any student who has two consecutive absences must be reported to the branch manager. **No more than two un-excused absences will be paid without contact and follow-up by the faculty member.** If the student discontinues instruction at The Music School, the faculty member will be paid for the two un-excused absences. Faculty members should maintain close contact with their students and follow up on ALL un-excused absences.
- Any make-up lessons scheduled for any day other than the faculty member's normal teaching day must be confirmed with the Branch manager in advance to ensure room availability.

#### 2.2(c) Administrative Hold

One of the advantages of teaching at The Music School is that faculty members do not have to deal with bill collection and the disruption of pay when students cancel lessons. The Music School makes every effort to manage all matters concerning tuition collection. However, in instances when the parent has not responded to The Music Schools repeated efforts faculty members may be requested to assist.

Students that have neglected to pay their tuition and/or are late on making a payment are placed on Administrative Hold.

- Accounts on payment plans will be placed on Administrative Hold if their monthly payment is 2 weeks past the established due date.
- Returning students that have not made any payment by their 4<sup>th</sup> lesson of the semester will receive an Administrative Hold Warning, allowing 2 weeks for the family to submit a payment. If tuition is not received within 2 weeks, the account is officially put on Administrative Hold.
- Faculty members and Branch Managers will receive copy of the notices sent to these students. Faculty members are not responsible to contact the parent at this point.

All business is confidential between families and The Music School's administration. For sensitivity reasons, **please do not discuss** the nature of the Administrative Hold with the student. Please do not do anything which might embarrass students. For example, faculty members should not tell a child in the presence of other students to report to the office.

If a student's account has been placed on Administrative Hold the faculty member **will not be paid for any lessons taught while the account is on the Administrative Hold.** If the parent pays at the branch, the Branch Manager will provide a copy of the payment receipt to the parent. The faculty member **must see** this receipt before a lesson is permitted to be conducted. **Do not accept verbal agreements from the parent that they have paid their tuition.** Only the Registrar can confirm that the Administrative Hold has been removed from the account once the funds have cleared.

The Branch Manager will call the family the day before the lesson to remind them that a payment must be submitted before attending any more lessons.

- If a student shows up for their weekly lesson the instructor should tell the parent to go to the branch office.
- If a student shows up without their parent, the instructor will be provided a template letter outlining the Administrative Hold to hand to the student. The instructor should sign and date the letter and ask the student to hand it to his/her parent. The letter will remind the family that they must contact The Music School regarding their account and before their child can attend any further lessons. The instructor must report this to the Branch Manager.

If the student shows up the following week without paying tuition, the instructor should not teach the lesson and send the

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student to the office.

The family is responsible for any lessons not attended while the account is on Administrative Hold. Faculty members must mark “Unexcused” on their attendance records. When the tuition payment has been received and the Administrative Hold removed from the account, the instructor will get paid in the next pay period.

### 2.2(d) Home Teaching

Faculty members must only teach Music School students at The Music School’s facilities unless special arrangements are made with the Director. If the Director has authorized teaching at the faculty members home the following requirements apply:

- Faculty members teaching at home serve as their own “branch manager”. As such they are required to fill out and track their own attendance and payroll.
- Students are still required to register at a branch or by mail.
- Faculty members are only paid for students who have registered. There is no 6 week grace period for returning students to register prior to being put on Administrative Hold if they are being taught at the instructors’ home.
- If faculty members teach a student more lessons than the student has registered and paid for, they must notify The Music School immediately. The Music School cannot incur the cost if students do not pay for all the lessons they take.

### 2.2(e) Community Promotion

Faculty members are strongly encouraged to recruit students to The Music School.

To foster the stability and growth of The Music School, we ask that faculty members promote school and Philharmonic events to students and their families and act as advocates for The Music School in the community.

We encourage faculty members to support and learn from each other through department meetings, recital attendance, workshops, observation, and team teaching.

## 2.3 Office Services

### 2.3(a) Environment

The Music School currently shares space in all of the locations. Everyone is responsible for the space in which they teach. Rooms must be kept neat and clean and returned to their original set-up, i.e., chairs, tables, desks, pianos, and blackboards. Please do not touch or move anything on teachers desks or erase anything from the blackboards. All materials and equipment (music stands, portable tape recorders, etc.) must be returned to the office. Pianos should be locked, windows closed, and lights turned off upon departure. Please be considerate of others in terms of general neatness, litter, use of office equipment, etc.

### 2.3(b) Copying

The copier in the office is for use by The Music School faculty members and staff only and not for students or parents. There is no charge to copy materials for teaching. Please, be aware that the cost of copying is high. **Please do not use the copier for personal use or allow students or parents to use the copier.**

Federal law prohibits photocopying copyrighted material. No students will be allowed to audition or perform with

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photocopied music.

### 2.3(c) Telephone Calls

The Music School has a business phone and is charged for every call made, including local calls. We ask that faculty members and students keep phone use to a minimum. Faculty members needing to make toll calls to their students may make those calls from The Music School, or if faculty members need to contact students from home for reasons other than faculty members cancellations or rescheduling.

## 2.4 Student Health and Welfare Policies

### 2.4(a) In Case of Accident or Injury

In case of accident or injury to student, faculty member or visitor to The Music School, the following procedures must be followed:

#### **If it is an emergency:**

1. Call 911 right away.
2. If possible, try to stay with the injured party and notify the staff, another faculty member or another person at the branch so that they may guide emergency personnel to the emergency location.
3. If a faculty member is teaching a class, stay with the student and send another student to get another adult.
4. **If the injured party is a student;** once the emergency personnel are on site and have taken responsibility for the student, notify the parents. If they are not on site, contact them by phone immediately.
5. Contact the Director or Assistant Director of The Music School as soon as possible and report the accident. They will direct the faculty member to document the incident.

#### **If it is not an emergency:**

1. Notify the branch office so that support can be provided, as needed.
2. A First Aid kit is available in each branch office.
3. If a faculty member is teaching a class, stay with the student and send another student to the office to ask the Branch Manager to come and bring the first aid kit to the emergency location.
4. Notify the parent right away. If they are not on site, contact them by phone immediately.
5. Contact the Director or Assistant Director of The Music School as soon as possible and report the accident. They will direct the faculty member to document the incident.

### 2.4(b) Reporting Suspected Child Abuse & Neglect

In accordance with Rhode Island General Laws 40-11-3, any person who suspects that a child has been subjected to abuse is mandated to notify the Rhode Island Department of Children, Youth and Families. DCYF should be contacted via the child abuse hotline number at 1-800- RI CHILD (1-800-742-4453) as soon as possible. Reports to DCYF may be made anonymously.

In addition to contacting DCYF, faculty members are required to document and report all suspected abuse and neglect to the Director or Assistant Director of The Music School. Faculty members shall contact the Director or Assistant Director immediately by phone. Faculty members shall document the phone call to DCYF by recording the date and time of the call along with a description of the issue reported. This document will be submitted to the Director of The Music School within 24 hours of the call to DCYF.

*An abused child is defined as follows:* a child whose physical, mental health, or welfare is harmed as a result of the actions, or inactions of a parent, sibling, or other person responsible for the child's welfare, Types of abuse include excessive corporal punishment; a risk of physical or mental injury; sexual abuse; failure to provide adequate food, clothing, shelter or medical care; failure to provide supervision or guardianship; and, abandonment or desertion.

### **2.4(c) Suicide Prevention**

Any faculty member, who has reason to believe that a student is at risk of suicide, shall promptly report this matter to the student's parent or person responsible for the child's welfare.

Since faculty members are not trained to determine whether the student is at imminent risk of suicide, **all statements** relating to suicide must be taken seriously and immediately reported to the parent or person responsible for the child's welfare.

These statements include but are not limited to:

- "There's no point to this stupid life."
- "Everyone would be better off without me."
- "Nothing matters anymore."
- "Life is not worth living."
- "I hate this life."
- "I can't go on any longer."
- "I am so unhappy, I don't know if I can go on."

### **Communicating with the Parent/Guardian.**

If a parent is at The Music School site or is picking the student up after the lesson, faculty members are required to notify the parent in person immediately upon the end of the lesson. If the student is driving, faculty members will notify the parent by phone. The parent must either pick the student up or tell the faculty member that they give permission for the student to drive themselves home.

When speaking to a parent/guardian, faculty members should:

- Tell the parent/guardian that the student made a statement(s) that are of concern. Relay the statement(s) made by the student along with any other relevant information provided by the student during interaction with them.
- Ask the parent/guardian whether he or she is aware of the student's mental state.
- Inquire if the parent/guardian intends to seek services for the student.

In addition to contacting the parent/guardian, faculty members are required to report and document the occurrence to the Director or Assistant Director of The Music School. Faculty members shall contact the Director or Assistant Director immediately by phone. Faculty members shall document the communication to the parent/guardian by recording the date and time of the communication along with a description of the issue reported. This document will be submitted to the Director of The Music School within 24 hours of the occurrence.

With the exception of suspected issues of abuse and neglect by a parent (follow policy # 4.2(b) for Reporting Suspected Abuse and Neglect) all concerns relating to the health and welfare of a student should be immediately communicated with the parent/guardian. These may include but are not limited to; eating disorders, substance abuse etc. Faculty members should also notify the Director and Assistant Director of The Music School to communicate these concerns.

### **2.4(d) The Use of Physical Contact during Private Instruction**

During the course of instruction, faculty members may have occasion to touch a student in order to correct posture, correct hand positioning, demonstrate proper breathing, etc. These can be powerful tools of learning for a student. On these occasions, faculty members are required to advise the student about their intent to touch the student, describe the way in which they intend to touch the student, the purpose of the intervention and receive permission from the student to conduct the physical touch. If the student does not consent to the touch, faculty members are not permitted to touch them. If the student consents, but the faculty member feels the student may be uncomfortable, they should refrain from touching

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the student.

Each student comes to The Music School with their own individual experiences, cultural influences and personalities. Faculty members need to remain mindful that these factors greatly influence the student's perception and interpretation of the physical interaction they are proposing to the student. Some students may be completely comfortable with the touch while other students are very uncomfortable. The goal of The Music School is to be entirely respectful of these differences and preferences.

A good practice for faculty members is to involve the parent(s) and inform them of what physical cues/corrections may occur as part of the natural course of instruction and the benefits of the physical cue to the student. This can either be done as an introduction with a new student and parent or as the instruction progresses. In this way, faculty members can garner support from the parent along with important information about the student that can guide the faculty member with this aspect of their instruction.

### **Physical Contact during Early Childhood and Suzuki Group classes**

During group classes for very young children at the Music School, the nature of the class necessitates student, parent and faculty member contact. Many of the songs, rhythm games, movement and activities require handholding, passing materials and contact with a manipulative object like stuffed animals and scarves. It is important for the parent to be aware of these activities. Faculty members should encourage the parent to notify them at the beginning of class if the child or parent has a special need that we should be aware of or if the child/parent is uncomfortable in any way. Young children often can be outgoing with their show of affection to other classmates and sometimes the faculty member. Although this may happen spontaneously, faculty members should not encourage children to hug them or touch others except in the course of the classroom structured activities. Faculty members should encourage parents to feel free to modify their own child's conduct at any class where they are uncomfortable with their child's level of affection or if faculty members sense that the other child/parent or faculty member seems uncomfortable. Faculty members will also stress the importance of germ control by reminding children not to put their faces up to teaching materials.

## **Section 3: Administrative Policies**

### **3.1 Equal Employment Opportunity**

The Music School values diversity and respect for all faculty members. The Music School will provide equal opportunity for all qualified faculty members, and will not discriminate on the basis of race, color, creed, religion, national origin, age, disability, sex, sexual orientation, gender identity, marital status, or any other legally protected status in accordance with applicable local, state, and federal laws.

### **3.2 Hiring**

#### **3.2(a) Hiring Procedures**

The initial interview with faculty member applicants will be conducted by the Department Chair who has expertise in the applicant's area.

The interview may include an audition and/or a videotape of the applicant teaching, or an observed trial lesson, depending on the applicant's experience or the perceived need for such by the Department Chair.

The Department Chair will prepare a ranked list of applicants and submit it to the Assistant Director. Staff will then conduct follow-up interviews to discuss school and administrative issues with the applicant. After the follow-up interview, the Department Chair and the staff members will meet to decide on final selection.

A copy of the faculty manual and a contract will be presented to new faculty members for agreement and signature.

### **3.2(b) Responsibility for Hiring, Support, Evaluation, and Dismissal**

The Director, Assistant Director and the appropriate Faculty Department Chair have the responsibility to hire, support, evaluate, and dismiss faculty members.

All new faculty members must sign a contract with The Music School which specifies the candidate's accepted position, compensation, effective date of employment, and the faculty member's full understanding of and commitment to the conditions and provisions outlined in the faculty manual.

Following an annual review, faculty members are normally rewarded one-year contracts in the summer for the following academic year. The contract contains an hourly salary rate and a description of responsibilities. Pay rates are reviewed annually.

### **3.3 Harassment/Sexual Harassment**

The Music School is committed to maintaining a work environment that is free of discrimination. In keeping with this commitment, we will not tolerate harassment of faculty members by anyone, including any supervisor, manager, co-worker, vendor, client, contractor, consultant, customer or visitor of The Music School.

Harassment consists of unwelcome conduct, whether verbal, physical, or visual, that is based upon a person's protected status, such as sex, color, race, religion, national origin, age, disability, or other legally protected group status. The Music School will not tolerate harassing conduct that affects conditions of employment, that interferes unreasonably with an individual's work performance, or that creates an intimidating, hostile, or offensive working environment.

The conduct prohibited by this policy includes: (a) epithets, slurs, negative stereotyping, or intimidating acts that are based on a person's protected status; and (b) written or graphic material circulated within or posted within the workplace that shows hostility toward a person or persons because of their protected status.

Sexual harassment is unlawful. Unwelcome sexual advances, requests for sexual favors, and other physical, verbal, or visual conduct based on sex constitute sexual harassment when (1) submission to the conduct is an explicit or implicit term or condition of employment, (2) submission to or rejection of the conduct is used as the basis for an employment decision, or (3) the conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.

All faculty members of The Music School are responsible for helping to avoid harassment. Any faculty member who has experienced or witnessed harassment should immediately notify his/her Faculty Department Chair or the Director. Any faculty member who believes that he/she is being harassed, or witnesses or becomes aware of unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a harassing nature, has the right to file a complaint with The Music School either orally or in writing.

If an employee desires to file a complaint of sexual harassment, he/she may do so by contacting the Director. These individuals are available to discuss any concerns and to provide information regarding The Music School's policy and complaint process.

The Music School forbids retaliation against anyone for making a good faith report of harassment, assisting in making a harassment complaint, or cooperating in a harassment investigation.

The Music School will investigate all complaints of harassment thoroughly and promptly. It is the responsibility of every

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employee to cooperate fully with any investigation under this policy. If an investigation confirms that a violation of this policy has occurred, The Music School will take appropriate corrective action, up to and including immediate termination.

The method used for investigation will include a preliminary discussion with the complainant. The investigation will be made to the extent appropriate to the case. It will be kept as confidential as possible. It must be recognized that the alleged harasser will be informed as to the nature of the complaint and asked to respond. Others who can provide information concerning the complaint may be interviewed.

In determining whether the reported conduct constitutes harassment and a policy violation, The Music School's investigation will focus on the totality of the circumstances, the nature of the harassment and the context in which the alleged harassment occurred. If, in The Music School's sole discretion, it determines that the charges are accurate it will take appropriate corrective action, up to and including termination. As appropriate, the complainant and pertinent parties will be notified of the outcome.

In addition to The Music School's internal complaint procedure, if any faculty member believes he/she has been subjected to sexual harassment or discrimination, he/she may file a complaint with either or both of the following government agencies:

- a) The Rhode Island Commission for Human Rights  
180 Westminster Street, 3<sup>rd</sup> Floor  
Providence, RI 02903  
401-222-2661
- b) United States Equal Employment Opportunity Commission  
One Congress Street, 10<sup>th</sup> Floor  
Boston, MA 02114  
617-565-3200

### **3.4 Conflict of Interest**

Faculty members have the responsibility to avoid all conflicts with his/her work at The Music School. Faculty members must resolve any questions regarding potential conflicts through the appropriate Faculty Department Chair or the Director.

During their employment with The Music School and for a period of one year thereafter, faculty members may not solicit, transfer, or retain any student referred by The Music School to their private teaching practice, or to other faculty members or schools, within the states of Rhode Island, Connecticut and/or Massachusetts.

### **3.5 Smoke Free Workplace**

Smoking is not permitted in any Music School facility. If employees smoke outside the buildings, cigarette butts must be disposed of and the area kept clean.

### **3.6 Drug Free Workplace**

The Music School's substance free workplace policy prohibits the following:

- Consuming or being under the influence of alcohol while at The Music School or conducting Music School business, except when alcohol is served in conjunction with Music School activities. Faculty members should use good judgment and moderate practices when participating in Music School activities where alcohol is served.

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- Using an illegal drug or non-prescribed controlled substance while conducting Music School business.
- Using or being under the influence of a legally obtained drug while performing Music School business which poses a threat to the safety of the employee or others, or if job performance is effected by the medication. An employee should notify the Director if taking a drug which the employee believes affects performance.

Violation of this policy may be cause for disciplinary action including immediate dismissal.

### **3.7 Security**

The Music School tries to provide a secure environment in which to work but is not liable for valuables and personal belongings of employees.

Employees are responsible for the security of any keys to the rooms used by The Music School at any of their locations. Faculty members will be responsible for the replacement cost of any lost keys.

Faculty members must notify the Assistant Director or Department Chair in writing or by e-mail before removing any Music School property from any of The Music School's locations. Faculty members will be liable for any property taken from The Music School locations that is damaged or destroyed through negligence of the employee.

### **3.8 Workplace Violence**

The Music School will not tolerate intimidation or threats of violence by or among employees, students or parents. Any faculty member who is a victim of threats or other intimidating or violent behavior should immediately report the conduct to his or her Faculty Department Chair or another member of administration. In addition, any faculty member who is aware that others are being intimidated or receiving threats of violence must report the conduct immediately.

### **3.9 Weapons Policy**

Faculty members may not bring weapons of any kind to The Music School locations or to any Music School activity. Pepper spray and similar self-protection items are not encouraged but may be excepted from this policy with written permission from the Director.

### **3.10 Confidentiality and Privacy**

Faculty members with access to confidential information are expected to treat such information with discretion and not release it to unauthorized parties. It is each faculty member's responsibility to understand the degree of confidentiality required. Faculty members should check with their Faculty Department Chair or the Assistant Director or the Director if there is any question as to the confidential nature of information.

Faculty members are expected to respect the privacy and confidentiality of their students, families and co-workers. All student financial information, school records and other personal information will be kept confidential and may not be disclosed to other parties outside of The Music School faculty or administration. Disclosure is defined as to permit access to, or to release, transfer, or to communicate personally identifiable information contained in education records to any party, by any means, including oral, written or electronic means.

Faculty members who violate this policy may be subject to the disciplinary procedure. A serious breach of confidentiality may result in immediate suspension and/or termination.

## **Section 4: Employment at The Music School**

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Employment at The Music School shall be on an equal opportunity basis. The Board of Directors employs the Director and that person is responsible for the employment of all remaining staff. Faculty members are hired by the Director in conjunction with the appropriate Faculty Council member.

### 4.1 Employment Categories

#### Full Time:

Faculty members teaching at least fifteen hours per week will be considered full time. Full time faculty is paid at an hourly rate and must submit a completed attendance sheet by the due date, documenting the designated minimum number of hours of work. Full time faculty is eligible for the health benefit subsidy. Please see the Health Benefit policy #4.3(a) of the manual for additional information.

#### Part Time:

Faculty members working less than fifteen hours per week will be considered part time. All paychecks will be based on hours reported on the attendance sheets for each pay period. Part time faculty is not eligible for a health benefit subsidy.

#### Independent Contractor:

An independent contractor performs work for The Music School on a negotiated basis. Payment will only be issued upon receipt of an invoice and a completed W-9. All payments will be on a “by the job” basis. No tax withholding will be done and no benefits will be available. Independent Contractors are solely responsible for federal taxes and social security payments applicable to money received.

Faculty members who work as consultants (primarily as independent contractors) may be asked to sign a non-compete agreement to ensure that there are no conflicts in client or student relationships. This will be discussed with the Director at the time of engagement.

Background checks (BCI's) are required for all faculty members.

### 4.2 Pay, Progress, and Benefits

#### 4.2(a) Compensation Basis

All faculty members are classified as non-exempt employees according to federal and state labor regulations. Individual faculty member salaries are set in accordance with the approved hourly range for teaching position and level of responsibility. Within the approved ranges, the Director sets individual faculty member rates. The salary policy and compensation levels are reviewed annually.

#### 4.2(b) Salary Increases

Salary increases are based on a combination of self evaluations and review by the appropriate Department Chair and the Director but are limited by budget considerations. Increases are provided according to budgets approved by the Board of Directors.

#### 4.2(c) Payroll Procedures

##### **Faculty Members Pay for New Students:**

Faculty members will be paid at the contracted rate for actual lessons and unexcused absences of **registered students only**. Please note: registered students are those who have filled out a registration form, have paid tuition and have been entered into the student file for each semester. Attendance sheets indicate which students are registered, and the number and length of lessons for which they are registered.

##### **Faculty Members Pay for Returning Students:**

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Faculty members will be paid at the contracted rate for actual lessons and unexcused absences for all registered students and, for up to 6 weeks, for unregistered returning students. Returning students not registered by the 6<sup>th</sup> week are put on Administrative Hold (please see Administrative Hold policy #2.2(c). Please note: registered students are those who have filled out a registration form, have paid tuition and have been entered into the student file for each semester. Attendance sheets indicate which students are registered, and the number and length of lessons for which they are registered.

The Music School pays on a monthly basis. Payroll cutoff dates are on the fifteenth of each month and checks are released on the last day of the month.

Faculty members are required to maintain accurate attendance records. Attendance sheets should be filled in at the end of each teaching day. Attendance sheets will remain at The Music School. Faculty payroll is based upon these sheets and any inaccuracies may delay payment. All lessons taught within the pay period must be recorded on attendance sheets or called in by the fifteenth of each month. **Any teaching hours not recorded within thirty days of the end of a semester will not be paid.** Any teaching hours not recorded by the fifteenth will be included in the following month's paycheck. Payroll is prepared by a professional company. We are not able to issue checks between payroll periods.

In the case of excused absences, faculty members will not be paid until the make-up lesson is given. Faculty members will be paid for un-excused absences as though the lesson had been given. However, after the second unexcused absence, faculty members must contact the students to determine the cause of the absences. If there are more than two unexcused absences without verification, faculty members will not be paid for additional absences. Please refer to policy #2.2(b) of the faculty manual for addition information on absences.

### 4.2(d) Taxes

The Music School is required by law to make deductions from pay for Federal Withholding Tax, State Unemployment Insurance, FICA, and State Income Tax for faculty members. Independent Contractors are solely responsible for federal taxes and social security payments applicable to monies received.

## 4.3 Benefits

### 4.3(a) Health Insurance

Health insurance and basic dental coverage will be available through the Good Neighbor Alliance to all faculty members who meet the following criteria:

- 1.) File a schedule C tax return
- 2.) Have worked for The Music School for a minimum of one year
- 3.) Teach a minimum of 12 hours per week for fall and spring semesters (teaching hours are calculated at 1 ½ hours - counting ½ hour of prep time for each hour of actual teaching) or have teaching and administrative hours that equal 18 hours per week.

For faculty members who meet the above criteria, health stipends will be awarded in the following manner:

- 1.) \$500 for faculty members having completed one year of teaching
- 2.) \$1,000 for faculty members having completed two years of teaching
- 3.) \$1,500 d for faculty members having completed three years of teaching
- 4.) \$2,000 for faculty members having completed four years of teaching
- 5.) \$2,500 for faculty members having completed five years of teaching.

In all cases the stipend will not exceed 50% of the actual premium for the health insurance and basic dental insurance plan(s) selected. Health stipends will be divided over a 12 month period and will be reflected in the monthly payroll. The Philharmonic will handle premium payments to Good Neighbor Alliance and the difference in the faculty member's premium will be deducted from the faculty member's monthly paycheck. The total premium payment will be in pre-tax dollars.

#### **4.3 (b) Mandated Fringes**

All faculty members shall be covered by all mandatory State and Federal requirements, including Unemployment insurance, short-term disability, and Worker's Compensation.

#### **4.3(c) Pension**

The Music School provides FICA (social security) for its employees. The Music School offers an employee option for a tax deferred 403B retirement savings plan.

#### **4.3(d) Faculty Member Discount**

**Music School** – Faculty members working under fifteen hours per week shall receive a discount of 10% for study at The Music School. Faculty members working over fifteen hours per week receives a 20% discount off study at The Music School. Children of faculty members receive a 25% discount off tuition.

**Rhode Island Philharmonic Orchestra Tickets** – Faculty members receive a 50% discount on all tickets to RI Philharmonic Orchestra concerts including subscription series.

#### **4.3(e) Faculty Training**

Faculty members may apply for subsidy toward additional training in their area of expertise or for training that will enhance their teaching. Subsidies are generally limited to 50% of tuition up to \$200. In some cases, The Music School may offer more based on The Music School's need for specifically trained faculty.

#### **4.3(f) Concert and Performance Opportunities**

The Music School is dedicated to providing professional performance opportunities for faculty members through concert series, faculty recitals, school performances, and referrals for private contracts.

#### **4.3(g) Travel Allowance**

Faculty members traveling more than forty-five miles one way to teach at The Music School will receive a travel allowance of \$10 per teaching day.

### **Section 5: Faculty and Staff Relations**

#### **5.1 Communication at The Music School**

It is the responsibility of all employees to facilitate open and responsive communication. The Music School will make every effort to keep faculty members regularly informed about school matters relevant to their work. We are committed to sharing areas of concern and interest that may affect the relationship between The Music School and its faculty members.

Faculty members and staff are urged to speak among themselves as the first step in the resolution of conflict or misunderstanding. Communication should be candid, free flowing, sensitive, and responsive to the mutual goals and objectives of both The Music School and the employee(s). We strive to create an environment where "grievance

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procedures” are the course of last resort.

We ask that faculty members take full advantage of The Music School’s existing communication network to solve problems, settle conflicts, and minimize misunderstanding.

### **5.2 Communication and Ethical Standards**

#### **5.2(a) If Faculty Members Have a Problem**

The Music School encourages employee communication at all levels, and believes that this is the easiest and most direct route to solving problems. If faculty members have a problem or concern relating to their job, they should discuss it with their immediate Faculty Department Chair as soon as possible. If faculty members don’t feel that they can discuss the problem with the appropriate Faculty Department Chair, or if the problem cannot be resolved between the faculty member and the appropriate Faculty Department Chair, they may bring it to the attention of the Assistant Director or the Director. No faculty member will be penalized or discriminated against in any way for bringing up a problem in a constructive manner, or for registering a complaint in good faith. Faculty members have the responsibility to present their concern in a professional, factual, and accurate manner.

#### **5.2(b) Open-Door Policy**

Communication within The Music School is critical to success, and particularly so when resolving work-related problems. At The Music School, we believe that an “open door” exists for every employee.

#### **5.2(c) Ethics**

The Music School is proud of its reputation for honesty and integrity in all business practices and community affairs. We continually strive to comply with all laws and regulations that are applicable. Faculty members are expected to comply with these standards. Conduct in conflict with these standards should be reported to the Director.

### **5.3 Faculty Council**

The Faculty Council is comprised of faculty members who have been assigned to represent different departments of The Music School and to act as liaisons between faculty members, administration, and the Board of Directors. The Faculty Council advises the Assistant Director on faculty member policies, reviews, promotions, and terminations. In addition, the Faculty Council helps determine departmental programming, budgets, and curriculum.

The Faculty Council meets monthly with the Assistant Director to discuss faculty members concerns and to develop educational policy and direction. The Faculty Council is available for faculty members to appeal administrative decisions, although the Faculty Council’s authority is limited to advising the Director.

One member of the Faculty Council will serve as the representative to the Board of Directors and will attend quarterly meetings.

### **5.4 Faculty Meetings**

All-Faculty meetings are held once each semester. These meetings are designed to provide faculty members with an opportunity to discuss issues related to The Music School. Notice will be sent in advance to announce this meeting. Attendance is strongly urged. Faculty members must notify the office if they cannot attend.

Departmental meetings are also held once a semester. These meetings provide faculty members with an opportunity to plan for the year as well as discuss concerns and ideas.

## 5.5 Newsletters

The Music School's newsletter "Clef Notes," mailed to the community at large, and the inter-office newsletter "Staff Notes" serve as opportunities for faculty members, administration, and staff to communicate. Everyone is encouraged to submit noteworthy news items, calendar dates, performance dates, student awards, etc., to the Assistant Director by the 20<sup>th</sup> of the month.

## Section 6: General Conduct

### 6.1 Faculty Conduct and Disciplinary Procedures

Faculty members are expected to conduct themselves in a professional manner at all times. It is essential to the health and productivity of The Music School that all faculty members agree to abide to certain established principles and rules of conduct. In addition, The Music School expects faculty members to follow the policies and guidelines set forth in the Manual and other supplemental policies issued from time to time. Of course, no policy or manual can realistically attempt to list all possible conduct that would be viewed as unacceptable, and accordingly, employees are required to use good judgment in their conduct, comport themselves at all times in an honorable, safety-conscious and business-like manner, and to treat their students, families and coworkers with respect.

When issues of conduct or performance arise, corrective action is used. The goal is to resolve these problems by discussing them with the faculty member and jointly developing a solution. *Generally*, The Music School tries to follow a progressive corrective action process that includes:

- Verbal Warning
- Written Warning
- Final Notice or Suspension
- Termination

Depending on the severity or repetitiveness of the incident, The Music School may choose to skip some or all of the stages of the corrective action process and proceed directly to the final notice/suspension stage or administer immediate termination.

Examples of unacceptable conduct leading to corrective action or termination include, but are not limited to:

- Excessive absenteeism or lateness in reporting to teach;
- Taking students referred by The Music School into a faculty member's private studio;
- Poor teaching as determined by the Faculty Department Chair and administrative staff;
- Violating safety, security, or general conduct regulations;
- Displaying a discourteous manner when dealing with students, co-workers, management, or any Music School or Philharmonic contact;
- Failing to report any accident which has resulted in personal injury or property damage;
- Interfering with the work of others;
- Though The Music School has no formal dress code, employees are expected to maintain appearance, grooming and personal hygiene standards appropriate to the nature of their work and contact they have with the public.
- Violating The Music School's smoking policy;
- Excessive and/or unauthorized use of The Music School's machines, telephones, copy machines, fax machines,

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- Email, Internet, or other Music School property for personal use;
- Falsifying information on employment application;
- Falsifying attendance or records and/or reports;
- Deliberate abuse, destruction, or defacement of The Music School's property/premises;
- Unauthorized disclosure or transfer of confidential information or violation of The Music School's confidentiality policy;
- Violating The Music School's harassment/sexual harassment policy;
- Behaving in a manner that is discriminatory, abusive, threatening, or harassing towards other faculty members, employees, volunteers, students, visitors, or anyone doing business with The Music School;
- Possessing a firearm or any dangerous weapon while on The Music School's time, premises or while attending a Music School function;
- Fighting on The Music School's premises, at a Music School function, while on duty, or threatening or intimidating a coworker, client, student or others encountered in the course of business;
- Unauthorized use, possession, or theft of The Music School, employee, student or client property or funds;
- Falsifying information, misrepresentation of facts, or material omissions to a supervisor;
- Unauthorized possession, usage, or being under the influence of an alcoholic beverage or controlled substance while on The Music School's time, property or at a Music School function;
- Conviction of a crime, whether on or off duty;
- Making false, degrading, or slanderous statements about The Music School, Philharmonic, students, employees, volunteers or clients;

The above list is not meant to be all-inclusive, and The Music School reserves the right to take corrective action, as deemed appropriate for the circumstance.

### 6.2 Separation

The Director or the Director's designee should conduct an exit interview with all resigning and/or terminated faculty members to complete records and ensure proper handling of pending benefits. The exit interview also serves as an opportunity to exchange valuable feedback regarding the employment experience with The Music School.

#### 6.2(a) Reasons for Separation

- **Resignation:** In order to provide for a smooth transition, it is required that all resigning faculty members give a minimum of four weeks notice. Any Music School property in the faculty member's possession must be returned promptly upon resignation.
- **Termination for Cause:** Cases involving chronically unsatisfactory performance or repeated disciplinary action indicate the necessity of a termination for cause. Individuals who are terminated for cause are not eligible for re-hire.
- **Termination without Cause:** Cases in which faculty members are terminated due to lack of work caused by the cancellation of programs, insufficient enrollment, reorganization, etc., indicates termination without cause. Terminated faculty members will be paid all wages due within the allotted time mandated by state and federal law.

## Section 7: General Information about The Music School

### 7.1 Placement

New students must contact the Administrative Offices for intake purposes. For individual private lessons, the Administrative staff gathers intake information and then contacts the Faculty Department Chair to make the referral. The Department Chair is responsible for assigning all new students to faculty members. For experienced students, The Music School may recommend an informal interview, audition or trial lesson in order to assure placement with an appropriate instructor. The audition fee is the cost of one lesson. New students may enroll at any time; tuition will be prorated as necessary.

## **7.2 Tuition**

Tuition must be paid in full prior to the first lesson or class of the semester. For a \$10 fee students may use a payment plan through which tuition is divided into installments. Payment may be made by cash, check, or Visa/MasterCard. Financial aid is available for students who qualify.

There are several discount programs offered by The Music School. For the most current information on discount programs, please see the latest Music School brochure.

## **7.3 Financial Aid Scholarships**

Financial aid is available for students based on proven need. Awards are given as a percentage of tuition and are applied primarily towards the cost of instruction. Recipients must maintain reasonable progress and attendance, and perform at least once per year. Support is generally maintained as long as the student's work remains satisfactory. Faculty members will be asked to fill out a scholarship evaluation form for applicable students at the end of each semester. Work study is also available to the family as an additional means of financial assistance.

## **7.4 Attendance/Absences**

Regular attendance is expected. As a courtesy to the instructor, if a student must miss a private lesson, he or she should notify The Music School. Students are allowed one excused absence per semester, and the lesson will be made up at the convenience and discretion of the instructor. Once one excused absence has been noted, all other absences will be 'unexcused.' Unexcused absences are not subject to make-ups, credits or refunds. The Music School reserves the right to discontinue a student with poor attendance at any time.

In cases of prolonged illness or injury, the instructor must be notified of all lessons that will be missed. A doctor's note or other medical document may be requested in order to receive credit.

If an instructor must cancel a lesson, it is his/her responsibility to make up that lesson at a time that is mutually convenient for both student and faculty member.

Excused absences that have been paid for and cannot be made up by the close of the semester are credited to the student's account for the following semester. Credits will remain on account for up to one year.

## **7.5 Withdrawals/Refunds**

There will be no refunds for withdrawals except in cases of prolonged illness or injury. Group classes may be cancelled by The Music School if enrollment is insufficient. In the event of cancellation, students will be notified and receive either a credit on their account or a full refund.

## **7.6 Parental Involvement**

Parents are encouraged to attend at least one lesson per semester and to monitor practicing. This policy is designed to provide support and encouragement for the student, as well as to educate parents to the benefits of their involvement.

Each new parent is to be given a Student/Parent handbook that addresses faculty member and parent concerns regarding participation in lessons and practicing. Faculty members have prepared a "Handbook for Practicing Music" that outlines practice procedures and is available for purchase at The Music School branches.

Parent Week is held during the seventh week of the fall and spring semesters. At this time, parents are encouraged to visit

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their children's classrooms and meet with faculty members. Progress reports should be reviewed with students and parents at this time.

### 7.7 Recitals and Workshops

The Music School makes every attempt to hold regular recitals and requires faculty members to facilitate student participation in recitals unless the family or student refuses to participate. The Music School will pay for an accompanist at each recital. However, if rehearsals with the accompanist are desired, they must be scheduled and paid for by the student.

Recitals for students taking lessons in The Music Schools' Barrington and East Greenwich sites typically schedule recitals for the performance space in that particular facility. The recitals are scheduled through the Branch Manager of each site.

Recitals for students taking lessons in The Music Schools' Providence site typically schedule recitals at the Music Mansion located in Providence. These recitals are schedule through the Assistant Director. Fall recital date requests (November-January) must be submitted to the Assistant Director from **September 15-October 15**; all Spring recital date requests (March-June) must be submitted to the Assistant Director from **January 15-February 15**.

#### Recitals at the Music Mansion

The faculty member/event organizer is responsible for recital or workshop in the following ways:

1. Faculty members must be the first to arrive at the Music Mansion before the recital. Any students who arrive before the faculty member arrives will not be allowed in the building until the faculty member arrives.
2. Faculty members are responsible for setting up all chairs and music stands on stage for the performance.
3. Generally, events are booked in three-hour blocks. By way of example, faculty members may use the first hour for set-up and rehearsal, the second hour for performance and the third hour for a reception. If the block of time is 2-5PM, do not plan to start the event at 2PM, as no one may enter the building before that time.
4. Faculty members are responsible for monitoring the behavior of all students and other individuals attending the event. Faculty members are personally liable for any damage done to Music Mansion property during the time reserved.
5. Faculty members may have a reception following the event in the adjoining dining room and may use the kitchen facilities (sink and refrigerator). Dishes, cups, etc. are the property of the Music Mansion and may not be used.
6. Faculty members, or others attending the event, must provide the refreshments for any reception held.
7. Faculty members are responsible for cleaning the dining room and kitchen area after the reception.

*Faculty members and their students who disregard the stipulations above, and whose behavior results in complaints to The Music School from the Music Mansion caretakers, will be prohibited from presenting recitals at the Music Mansion.*

In addition to regular recitals, several departments hold their own recitals throughout the year. Faculty is encouraged to hold small recitals and/or workshops at The Music School for their own students or in collaboration with other faculty. Department recitals can be scheduled with the Assistant Director if they are being held at The Music Mansion. Otherwise they are scheduled through the Branch Manager at the Barrington or East Greenwich site.

Workshops are an integral part of The Music School's educational program. Each department designs its own workshops and usually hosts one. Workshops are free to The Music School students. Ideas for departmental workshops should be brought to the appropriate Faculty Council Representative and should be discussed at departmental meetings.

### 7.8 Supporting The Music School

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As a non-profit organization, The Music School looks to individual and corporate donors as well as foundations to help keep The Music School's programs operating. We are a United Way Agency and encourage students, faculty, and friends of the school to give to The Music School by designating their United Way Fund contributions to #9899.