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CHAPTER 1 – INTRODUCTION

Welcome Message from the President

Welcome to Roanoke College! You are now a member of an outstanding liberal arts college. We benefit greatly from the dedication and professionalism that you bring to work each day. This is a place where all members of the faculty and staff are dedicated to fostering an environment in which students can realize their full potential. Our continued success is dependent on the contributions made by all of our faculty and staff.

We are pleased to provide you with this Employee Handbook, which outlines the personnel policies and procedures of the College. Roanoke College takes special interest to ensure fair and equal treatment for all. The policies, benefits, and services described in this handbook reflect that concern. Please discuss any questions you have regarding the handbook, or any policy, with your supervisor, human resources, or the office identified in the applicable section.

Please take advantage of the many opportunities and resources available to you for your personal growth and professional development. I hope you will find your employment experience a satisfying one. I encourage you to be an active part of our community dedicated to developing students intellectually, personally, ethically, and spiritually as they prepare for lives of leadership, learning, and service. I'm delighted that you decided to join us!

About this Handbook

The Staff Handbook has been prepared to answer some of the questions you may have concerning the College and its policies. Please read it carefully and retain it for future reference. The policies stated in this Handbook are subject to change at the sole discretion of the College. From time to time, you may receive updated information concerning changes in policy. Should you have questions regarding any policies, please ask your supervisor or a member of the College's Human Resources Department for assistance.

The Staff Handbook and its contents ***do not constitute an express or implied contract of employment.*** Unless otherwise provided in an express written contract, employment at the College is ***at will*** and may be terminated for any reason, with or without notice, by the College or by you, as an employee. Only the President of the College or his/her designee is authorized to bind the College to a written contract of employment.

Given the distinctive educational mission of the College it is imperative that each staff member works to promote a positive and productive work environment and performs assigned duties as effectively, congenially and collaboratively as possible. Creating an atmosphere where all who come to the College are welcome to work, learn and serve together requires all of us to demonstrate the highest levels of trust, courtesy, and respect for one another.

This Handbook is designed to provide information that will assist you in developing and maintaining successful relationships as a member of the College community. It provides an overview of employee benefits, your responsibilities as an employee, and work rules. The

Handbook should also help answer the most commonly asked questions about employment by staff members at the College.

This Handbook and the policies stated herein are applicable to all staff employees of Roanoke College. There is a separate handbook for Faculty. For those staff members who also hold a teaching position, the policies and rules in the Faculty Handbook will apply to that individual when performing his or her duties as an instructor, otherwise this Staff Handbook shall apply. Should there be a direct conflict in the application between any provision of the Staff Handbook and the Faculty Handbook when the staff member is serving as an instructor, then the latter shall have precedence for those staff members when serving in a Faculty role. In addition, certain policies such as the IT Policy, Conflicts of Interest and the Sexual Misconduct & Title IX Policy are applicable to all members of the College community.

It is impossible to write policies that will cover every possible situation and it is also highly unlikely that existing policies will not require some modification over time. Consequently, the College reserves the right to interpret, modify or make exceptions to its policies and procedures at any time, and to terminate existing policies or add new ones as necessary.

History of Roanoke College

Roanoke College is an independent, co-educational, 4-year liberal arts college. The College was founded in 1842 when two Lutheran pastors, David F. Bittle and Christopher C. Baughman, opened the school as Virginia Institute at Mount Tabor, Virginia. Five years later the Institute was moved to Salem, and in 1853 was chartered as Roanoke College. The College maintains its partnership in Church-related education with the Evangelical Lutheran Church in America through the Virginia Synod, the Metropolitan-Washington, D.C. Synod and the West Virginia-Western Maryland Synod.

From its beginning Roanoke offered courses which were basically liberal arts, a posture the College retains to this day. The College is home to approximately 2,000 students from over 40 states and 30 countries. Roanoke offers 36 majors, 57 minors, and 8 pre-professional programs leading to the Bachelor of Arts, Bachelor of Science, and Bachelor of Business Administration degrees.

Roanoke College is accredited by the Commission on Colleges of the Southern Association of College and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 404-679-4501) to award the Bachelor of Arts, Bachelor of Science, and Bachelor of Business Administration degrees.

Vision

Roanoke College is committed to being a leading national liberal arts college, a model of experiential learning, and a community committed to open discourse and civil debate as ways of learning and as preparation for service in the world.

Mission

Roanoke College develops students as whole persons and prepares them for responsible lives of learning, service, and leadership by promoting their intellectual, ethical, spiritual and personal growth.

Purpose

Roanoke College pursues its mission through an innovative curriculum that combines a core program in the liberal arts, major fields of study in the natural sciences, the social sciences, and the humanities and fine arts, along with career-oriented, specialized programs of study. Founded by Lutherans in 1842, Roanoke College welcomes and reflects a variety of religious traditions. The College honors its Christian heritage and its partnership with the Lutheran church by nurturing a dialogue between faith and reason. In keeping with its history and mission, the College strives to be a diverse community, nationally and internationally. Central to achieving the purposes of the College is a strong commitment to liberal education and its vision of human freedom leading to service within the human community. The College's learning goals, therefore, focus upon developing both a student's confident sense of freedom in the world and a sense of purpose in using that freedom. Through these goals the College strives to produce resourceful, informed, and responsible citizens prepared for productive careers and for leadership in the community.

Organization & Operations

The Chief Executive Officer of the College is the President. All lines of authority and responsibility flow through to him for internal matters. These lines flow to the President through the members of Cabinet. The President is responsible to the Board of Trustees of which he is an ex-officio member. The Executive Committee of the Board of Trustees views the recommendations of the President and may act on behalf of the full Board of Trustees, which is responsible of the overall policies of the College.

The College has five (5) administrators who assist the President in managing the College. These officers, known as the Cabinet Officers, are:

Vice President – Academic Affairs, Vice President for Student Affairs and Dean of the College
Vice President – Resource Development
Vice President – Business Affairs
Vice President – Enrollment and Dean of Admissions and Financial Aid
Executive Director for Marketing and Communications

Day-to-day authority rests ultimately with the President, who delegates to the Senior Cabinet Officers. Responsibility for the operation of each department lies with the appropriate Cabinet Officer.

Please see **Appendix A** for a copy of the current organizational chart.

CHAPTER 2 – COMMUNITY STANDARDS & POLICIES

Community Expectations

Roanoke College is a learning community that is built on trust and respect, and that welcomes all who come to our campus. It is our intent to treat all people - our students, our staff, our faculty, our guests and visitors and our local community - with respect, dignity and understanding.

Our philosophy is to be frank, fair, and honest with all of our employees. So let's be honest. We need your very best at all times. Only your best efforts and ideas will help us meet our goals as a College so that we can continue to provide the kind of quality experience and education that will attract students for years to come. In short, we need your support.

We know that our greatest asset is our people. We know that your job performance is closely tied to your individual job satisfaction. To support you, the College will put forth its best efforts to create a supportive and welcoming community and provide its employees with the tools and resources they need to do their job to the best of your ability. In addition, it is our goal and intent to pay wages and salaries that compare favorably with businesses in our community and other comparable colleges; to provide the best working conditions that we can; to deal with our employees fairly and honestly; and to foster a community where each employee can contribute their talents to make us the best college we can become.

Equal Employment Opportunity

It is our policy to grant equal employment opportunities to all qualified persons without regard to age, race, color, ethnicity, national origin, sex, gender identity, sexual orientation, religion, genetic information, disability, veteran status, marital status, pregnancy, childbirth and related medical conditions, including lactation, or any other class protected by law. To deny a qualified person the chance to contribute to our effort because he or she is a member of a protected group is an injustice, not only to the individual, but to the College.

Roanoke College provides equal opportunities in employment, promotion, wages, salaries, benefits and other privileges, terms and conditions of employment. It is the responsibility of each member of the Administration, from the President to the various Cabinet members and Department managers, to support this nondiscrimination policy through inspirational leadership and personal example. In addition, it is the duty of every staff member to create a job environment which is conducive to our policies of nondiscrimination. Any inquiries regarding this policy should be addressed to the Director of Human Resources.

In addition, pursuant to Title IX of the Education Amendments of 1972 and supporting regulations ("Title IX"), Roanoke College does not discriminate on the basis of sex in the education programs and activities that it operates, and this extends to employment. Inquiries about the application of Title IX and its supporting regulations may be directed to the Assistant Secretary for Civil Rights, Office of Civil Rights, U.S. Department of Education, or the College's Title IX Coordinator, **Aaron L. Fetrow, Title IX Coordinator**, 111 Douglas W. Ayres Hall, Salem, Virginia 24153, telephone: 540.375.2230 or email: fetrow@roanoke.edu, or **Kathryn Martin, Deputy Title IX Coordinator**, 221 College Lane, Salem, Virginia 24153, telephone: 540.375.2262 or email: kmartin@roanoke.edu.

Prohibition of Unlawful Conduct, Discrimination, Harassment, Retaliation

In support of federal law and the College's Equal Employment Opportunity (EEO) policy, the College prohibits all forms of discrimination or harassment based on a person's protected status, regardless of who engages in the inappropriate behavior, e.g. supervisor, co-worker and even non-employee. All staff members have the right to be free from all forms of unlawful harassment or discrimination. To help ensure this occurs, the College will take steps to prevent the occurrence of such acts and has a clear process for raising complaints and concerns to ensure that all issues can be appropriately investigated, and remedial and corrective action is taken as appropriate.

This policy is not limited to prohibitions of "in-person" interactions. Employees may also violate this policy while using an electronic device such as a computer, smartphone, or other forms of electronic communication. In particular, employees may violate this policy if they post inappropriate content on social media sites, or other internet sites, or engage in other harassing or intimidating conduct by electronic means. It is important to emphasize that this policy and its prohibitions apply at all times. As a result, employees may violate this policy even if they engage in conduct while "off duty" or not at work. *See also Social Media Guidelines, page 12.*

If offensive or inappropriate conduct relates to Sexual Misconduct, please refer to the College's Sexual Misconduct & Title IX Policy and related procedures involving the Title IX Coordinators.

Equally important, the College has a zero tolerance for any form of retaliation or adverse action against an employee because the employee makes a complaint under this policy or has engaged in conduct protected by law.

It is not feasible to state all conduct that may violate this policy or applicable law. As general concepts, however, please know that the following conduct is covered by this policy:

1. Acts of discrimination can take many forms but all involve treating a person (an applicant or employee) unfavorably because of his or her protected status. In this regard, federal and state law forbids discrimination in any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.
2. Unwelcome sexual advances, requests for sexual favors, and/or verbal, nonverbal or physical conduct of a sexual nature when submission to, or rejection of, this conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment, are prohibited and will not be tolerated.
3. Abusive, offensive, and inappropriate comments or other harassing or intimidating conduct that is based on race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. Harassment becomes unlawful where (i) enduring the offensive conduct becomes a condition of continued employment, or (ii) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. Offensive conduct may include, but is not limited to, offensive jokes, slurs, epithets or name calling, physical assaults or

threats, intimidation, ridicule or mockery, insults or put-downs, offensive objects or pictures, and interference with work performance.

4. Disability discrimination may also occur if an applicant or employee is treated less favorably because the employee has a history of a disability (such as cancer that is controlled or in remission) or because the employee is believed to have a physical or mental impairment that is not transitory (lasting or expected to last six months or less), and minor, even if the employee does not have such an impairment. In this area, it is also prohibited to discriminate based on an employee's relationship with a person with a disability (even if they do not themselves have a disability). For example, it is illegal to discriminate against an employee because the spouse or child has a disability. The College is also required to provide a reasonable accommodation to an employee or job applicant with a disability, unless doing so would cause significant difficulty or expense for the employer ("undue hardship"). See *Disability Accommodations*, page 30.

5. Federal and state law also protects not only people who belong to traditional, organized religions, such as Buddhism, Christianity, Hinduism, Islam, and Judaism, and others who have sincerely held religious, ethical or moral beliefs. Discrimination can also involve treating someone differently because that person is married to (or associated with) an individual who is in a protected status. The College will also reasonably accommodate requests made based on sincerely held religious beliefs. See *Policy on Religious Accommodation*, page 30.

6. Any conduct in violation of federal or state law that regulates or governs the operation of the College or its interaction with employees or students is prohibited.

7. Also prohibited are adverse actions (whether work-related or not) taken in retaliation for filing a discrimination or harassment charge; for engaging in whistleblowing activities that involve the reporting of unlawful conduct; for testifying, or participating in any way in an investigation, proceeding, or lawsuit relating to EEO allegations or other unlawful conduct; or from otherwise opposing employment practices that the individual reasonably believes discriminate against employees in violation of federal or state laws.

See the Complaint Process and Procedures for information on how to report concerns or to file a complaint.

Prohibition of Sexual Misconduct

Roanoke College is committed to providing its entire community - students, faculty, and staff - with a learning/work environment free from all forms of Sexual Misconduct, which is a form of sexual discrimination. As a result, all types of Sexual Misconduct are unacceptable and will not be tolerated. The College's Sexual Misconduct & Title IX Policy and Procedures applies to complaints by and against a staff member as well as students, and faculty which are covered by Title IX. When a violation of Title IX or another form of prohibited Sexual Misconduct is found to have occurred it shall be grounds for disciplinary action, which may include suspension, expulsion or termination. All staff members are expected to be familiar and comply with the College's Sexual Misconduct & Title IX Policy and Procedures.

Every staff member (except those engaged in providing healthcare and mental health services or otherwise deemed to be a "Strictly Confidential Employee" under the Sexual Misconduct & Title IX Policy) who become aware of a situation involving sexual misconduct

or a potential violation of this policy are required to report all known details of this behavior immediately to the Title IX Coordinator or the designated Deputy Title IX Coordinator.

In this regard, not all forms of Sexual Misconduct prohibited by the College are covered by Title IX. In those cases where the College determines that Title IX does not apply to the alleged Sexual Misconduct, and the Title IX Complaint is dismissed, then the policies and procedures of this Handbook shall apply to the alleged acts of Sexual Misconduct and if it is determined that the College's policies had been violated, then appropriate correction and/or disciplinary action will be taken.

Any staff member who in good faith reports an incident of Sexual Misconduct or a potential violation of Title IX or this policy and anyone who participates or in any way cooperates with either an investigation into the alleged misconduct or the procedures used to adjudicate a reported violation of either the Sexual Misconduct & Title IX Policy or this Handbook shall be protected from acts of retaliation.

Anyone who becomes aware of any form of retaliatory conduct against an individual who makes a report or who participates or cooperates with the investigation or adjudicatory or informal resolution process shall report this information immediately to the Director of Human Resources. Retaliation of any kind will not be tolerated and prompt and effective action shall be taken to prevent or remedy any such action and disciplinary action, up to and including immediate termination from employment will be taken against any employee found to have engaged in retaliatory conduct.

If you or someone you know has been the victim of sexual assault, or is in need of emergency assistance, contact Campus Safety at extension 2310. If calling from off campus, call (540) 375-2310.

Complaint Process and Procedures

If you experience or observe conduct that you believe violates the College's EEO Policy or the Prohibition of Unlawful Conduct, Discrimination, Harassment and Retaliation, you are encouraged (unless circumstances dictate otherwise), as a first step, to promptly advise the offender and request that the offensive or inappropriate conduct stop. In some instances, raising the issue directly and promptly may resolve the problem, especially if the offender was not aware that the conduct was offensive or inappropriate.

In other situations, where the conduct is severe, involves someone in your supervisory chain of command, or where you are just more comfortable speaking to someone else, or when the concern involves a problem under the Disability or Religious Accommodations Policy, a violation of the Personnel and Professional Code Policy, Whistleblower Policy or other College policies, rules or guidelines, then raising the issue directly with the offender may not be appropriate. In these cases, you should feel free to contact or report the issue to any of the Designated Managers identified below. To avoid any confusion, a direct request to an offender is never a "required step," you may choose to follow the complaint procedure outlined below at any time.

The following procedure applies to complaints under these policies:

1. If you believe you have been subjected to a violation of this policy or applicable law, or if you observe or become aware of a violation of these policies or applicable law, then it is expected that you will report the matter promptly.
2. Do not assume that College management knows about the situation. The College cannot investigate or address violations of these policies unless it is made aware of the problem, and the right people are notified. Please promptly inform one of the Designated Managers (listed below) as early as possible so that it can be investigated and addressed appropriately. The College encourages reports as soon as a problem surfaces, preferably before the situation escalates and becomes severe or pervasive, and when appropriate, to your immediate supervisor.
3. Reports and concerns can be made to any of the following "Designated Managers:" your direct supervisor, your Department manager, the Director of Human Resources, or a member of the Cabinet. You should feel free, and are encouraged to, raise your concern or file your complaint with any of the Designated Managers. It is very important, however, that your report or complaint be made to one of these Designated Managers to ensure the College receives notice of the matter and ensure it is properly addressed as soon as possible.
4. You are encouraged to raise concerns in good faith and make complaints without fear of retaliation. The College will not take or permit any adverse action (i.e., retaliation) against any person because that person in good faith submits a complaint or provides information during an investigation.
5. A person reporting a concern or filing a complaint will be asked to verify the factual details of the report or complaint which will be put into a written complaint. In situations where the concern reported involves a serious risk of harm or a pattern of repetitive behavior, the College may commence an investigation before a written complaint is prepared.
6. Once a Designated Manager is put on notice of a complaint, the College will investigate it in a prompt, appropriate and impartial manner. The identity of the person who submits the complaint, the witnesses, and the accused person(s) who is the subject of the complaint, as well as the information obtained in the investigation, will be kept confidential to the extent possible consistent with the need for the College to conduct a thorough and impartial investigation.
7. The College will take appropriate corrective action when it determines that improper conduct has occurred in violation of College policy or law. Disciplinary action may include the suspension or discharge of the offender(s). Likewise, should the College determine that a person involved with the complaint or involved in the investigation has knowingly provided false or misleading information, then those individual(s) will be subject to disciplinary action for their improper behavior.
8. If at any time you believe that you or anyone else involved in an investigation or the adjudicatory process related to a complaint has experienced or is experiencing any form of intimidation or retaliation for having engaged in protected activity under his policy, you are to report all known facts immediately to the Director of Human Resources, or a member of the Cabinet

If you have any questions regarding the College's Complaint Process and Procedures policy, questions as to how to make a complaint, or believe you have been subjected to retaliation, the College urges you to promptly contact the Human Resources Office. This Complaint Process and Procedures apply to those reports of Sexual Misconduct, which are not covered by Title IX. Title IX Complaints are subject to a separate policy involving Complaints to Title IX Coordinators.

Policy Statement on Substance Abuse

Roanoke College considers its employees and its students to be its most valuable assets. We realize that our employees are not immune to the problems associated with drug and alcohol abuse. To help address such problems, and to prevent drug or alcohol use that adversely affects job performance and safety, the College has developed a substance abuse policy.

1. Comprehensive health care benefits are available through our health insurance policy for treatment of alcohol and drug problems.
2. The Employee Assistance Program (EAP) provided by the College offers free, confidential short-term counseling and referrals for substance abuse problems, both for the employee and for family members dealing with an abuse problem of a loved one. Employees are encouraged to seek help voluntarily through the EAP.
3. When an employee's job performance or behavior reasonably suggests a substance abuse problem, the employee may be directed to seek help either through the EAP or through a personal physician.
4. Any employee who seeks rehabilitation through an inpatient program will receive the support of the College, including an unpaid leave of absence, upon request, in accordance with the Family and Medical Leave Act of 1993 (see Chapter 6). Although an employee's rehabilitation efforts will be supported, participating in any program will not serve as protection against the normal disciplinary process associated with job performance and behavior.
5. Employees under the influence of alcohol or illegal drugs while working or scheduled to work will be subject to disciplinary action, up to and including dismissal.
6. Employees properly using prescription medication are responsible for knowing the impact such use may have on the regular performance of their duties. If an employee is unable to work as a result of their prescription medication use, the employee must promptly notify his or her supervisor or Human Resources prior to the start of their work and otherwise cooperate with the College as to any additional information or requests from the College.
7. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance or prescription medication while on College premises or during the conduct of College business is prohibited and will result in immediate dismissal. Law enforcement authorities will be notified of the facts and circumstances concerning any illegal activity.
8. It is the policy of the College to maintain a drug-free workplace (see **Appendix C**). As a condition of employment, employees must abide by the College policy on substance abuse

and must report any conviction under a criminal drug statute within five days after the conviction.

9. The College reserves the right to require an employee to submit to a drug or alcohol screening test, if the College reasonably suspects: (a) the employee of substance abuse which is adversely affecting the employee's performance of job responsibilities or attendance, or (b) the employee of being impaired or under the influence of drugs or alcohol when a work-related accident occurs if such impairment may have contributed to the accident.

Personal and Professional Conduct

Personal and professional conduct need to be in keeping with our reputation of providing quality education. Staff members have the responsibility to the College, to your fellow employees, to faculty and to our students to conduct yourself according to certain rules of good behavior and conduct.

Confidential Information - In the course of your work, you may have access to confidential information regarding the College, students, or fellow employees. All employees are reminded that federal law protects most, if not all, information about our students. Strict privacy laws apply to student records and non-public information about our students. No information about a student should be disclosed to another person without proper authority.

In addition, it is critical that employees not use or disclose any of the College's private or confidential information except to authorized people in the proper course of performing their duties. This protected information can include "trade secrets" as information that is not available to the public regarding the College's systems, methods of operation, processes, know-how, technology and/or compiled information about its operations, students, or processes that gives the College a competitive or operational advantage. Confidential information is broader than a "trade secret" may include internal financial or accounting reports, marketing or pricing strategies, contracts with vendors, non-public information as to the College's operations or private medical information regarding another employee or student.

Employees have a duty to act responsibly and to follow all reasonable directives necessary to safeguard the privacy of student records and information as well as the College's trade secrets and confidential information. Employees are prohibited from disclosing or using any personal-identifying information about a student or any of the College's trade secrets or confidential information for any unauthorized or improper purpose.

Any questions from a visitor or telephone caller about such matters should be referred to Human Resources.

Unacceptable Conduct – Types of behavior that are unacceptable at Roanoke College which may result in termination of your employment include, but are not limited to, the following behaviors/actions engaged in by you or by others at your direction or encouragement: Sexual Misconduct; harassment; reporting to work under the influence of alcohol or non-prescribed drugs or the manufacturing, possessing, distributing or transporting of illegal drugs; possession of a weapon on campus or other acts violating the campus violence policy; disclosure of confidential information to those without proper

authorization; misuse of College funds, including improper and unauthorized use of the College credit card; acts of dishonesty, misrepresentation, or submitting false or misleading reports; violating the College's policies regarding use of computers or technology: the unauthorized use of College property for personal and/or business gain; disregard of safety or security rules or imperiling the safety of others; incompetence; inefficiency; repeated tardiness, excessive and/or unexcused absence; and any action which serves to harm or malign Roanoke College as determined by the College in its sole discretion.

Proper Dress– All employees should be neat, well groomed, and dressed in a manner that reflects good taste. Employees assigned to Dining Services, Housekeeping, Plant and Grounds are provided uniforms and are expected to wear the appropriate uniform at all times while on campus. Upon termination of employment, all issued uniforms are to be returned. Nothing in this provision shall be used as a basis to discriminate because of race against an individual whose hair texture, hair style, hair types and/or other protective hairstyles, such as braids, dreadlocks and twists are historically related to race.

College Records - All records and computer software of the College are property of the College and are not to be removed from the premises or duplicated without appropriate authorization. Nonetheless, no employee should access or attempt to access the computer records created by a student or another employee without proper authorization.

Telephone Procedures – Our students, visitors, friends and donors judge us by our courtesy in answering the telephone, taking messages and conversing on the phone. Often the telephone is the only contact that other persons have with us, and courteous telephone calls will always greatly enhance the College's image and success. Therefore, when answering the telephone you should:

- Answer all calls promptly and pleasantly.
- Always identify yourself when you answer.
- Take messages when appropriate.
- Make inquiries tactfully.
- Give your undivided attention to the caller.
- Avoid unnecessarily long conversations.

Good Housekeeping - Order within your work area reduces accidents, improves health conditions, reduces fire hazards, adds to the efficiency of your work, and improves the quality of your work. We can all help by placing trash in the containers provided and by applying a few simple rules of tidiness. Everyone must take responsibility for keeping College work areas clean and sanitary.

Personal Business – Employees should not conduct personal business on College time or with College resources.

Personal Use of Electronic Devices - While at work, employees are expected to refrain from excessive personal use of cellular phones, computers and other electronic devices. Personal calls, personal instant messaging, personal text messaging or social media use during the work day -- regardless of whether the equipment used is College-provided or not -- interferes with employee productivity and is distracting to others. See Social Media Guidelines, page 12.

Employees are at work to serve our students and to help the College carry out its mission. As such, employees are expected to limit the use of electronic communications for personal

use during work time and make personal calls and/or the sending of personal text messages during non-work time. Staff members are expected to ensure that friends and family members are aware of this policy. If use of a personal device causes disruptions or is found to interfere with the performance of duties, the employee may become subject to disciplinary action.

Cell phones shall be turned off or set to silent or vibrate mode during meetings, conferences and in other settings where incoming calls or messages may cause a disruption or undue attention.

Cellular Phone Use while Operating a Vehicle - Employees whose job responsibilities include driving or equipment operation are required to comply with Virginia law which permits only the use only hands-free operation of their phone/communication device while driving a College vehicle or while driving any other vehicle (rented, leased, borrowed, or their own vehicle) while conducting College business. In situations where job responsibilities include regular driving and acceptance of business calls, hands-free equipment may be provided to facilitate the provisions of this policy.

Drivers shall comply with all federal, state, and local laws and regulations regarding the use of mobile technology devices, including cell phones. Incoming or outgoing cellular phone calls are not allowed while driving. Sending or reading text messages, emails, dialing cellular phones, viewing television, videos, or DVD's and inputting data into laptop computers, personal digital assistants or navigation systems are prohibited while driving. The cellular phone voicemail feature should be on to store incoming calls while driving and all message retrievals and calls should be made after the vehicle is safely parked.

If acceptance of a call is unavoidable and pulling over is not an option, employees must use hands-free options. Drivers should refrain from complicated or emotional discussions and keep their eyes on the road. Special care should be taken in situations where there is traffic, inclement weather, or the employee is driving in an unfamiliar area. Under no circumstances are employees required or expected to place themselves at risk to fulfill business needs.

College Property - Unauthorized removal of College property from the premises is prohibited. The unauthorized use of College property or equipment for personal or business gain is prohibited.

Academic Integrity - Staff members whose job duties include instruction must be familiar with the brochure "Academic Integrity at Roanoke College."

Social Media Guidelines

Using social media can be a fun and rewarding way to share your life and opinions with family and friends. However, it also presents certain risks and carries with it certain responsibilities. Accordingly, the College is providing these guidelines for your use of social media generally.

The term "social media" continues to evolve. For purposes of these Guidelines we define it broadly to mean any form of electronic communication or posting information of content of any sort on the Internet including to your own or someone else's web log or blog, journal or diary, personal website, social networking website (e.g., Facebook), web bulletin board or a

chat room, whether or not affiliated with the College, as well as any other form of electronic communication.

The same principles and guidelines found in the *Social Media Policy for College-Related Sites* apply to your personal activities online. Ultimately, you are responsible and accountable for what you post online. Please know that any of your conduct that adversely affects your job performance, the performance of other College employees and faculty that adversely affect students of the college, or others who work on behalf of the College or that adversely impact the College's reputation or business interests, may result in disciplinary action including termination.

Know and follow the rules - Carefully read these guidelines: the *College's IT Policy* and the appropriate use of the College's computer system and devices, the EEO Policy and Policy Prohibiting Unlawful Conduct Discrimination, Harassment and Retaliation, and the Prohibition of Violence and Threats, and ensure your postings are consistent with these policies. Postings that may include unwelcome and offensive comments about a person's protected class (e.g., race, gender, age, disability, religion or national origin), threats of violence or similar conduct will not be tolerated and may subject you to disciplinary action including termination.

Be respectful - Be fair to other employees, faculty, students, our vendors, our alumni and donors, as well as other people and organizations who work on behalf of the College. Also, keep in mind that you are more likely to resolve work-related complaints by speaking directly with your co-worker, your supervisor or Human Resources as opposed to posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism, avoid using language or photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating, that disparage customers, associates or suppliers, or that might constitute a violation of our EEO policies. For example do not use offensive language meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of any status protected by law or College policy.

Be honest and accurate - Make sure you are always honest and accurate when posting information. If you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember that the Internet archives almost everything; therefore, even deleted postings can be searched. Never post any information or rumors that you know to be false about the College, other employees, its faculty, students, alumni, donors or other people or organization working on behalf of the College, or other colleges.

Protection of Confidential & Proprietary Information - Maintaining the confidentiality of all private or confidential information is very important. Do not post information, photographs, or contact information for students, co-workers or faculty without their express permission. Do not post or disclose non-public internal reports, strategies, procedures or other internal business-related confidential communications.

Using social media at work - Do not use College email addresses to register on social networks, or other online tools where the sites will be used for personal use.

Retaliation is prohibited - The College prohibits any form of retaliation or adverse action against any employee who reports a possible violation of this policy or for cooperating in an investigation. Any employee who retaliates against a co-worker for reporting a possible

violation or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

Social Media Policy For College-Related Sites

The official Roanoke College social media outlets (such as Facebook, Twitter, Instagram, YouTube, Vimeo, Flickr, Foursquare and Picasa) are where students, prospects, parents, alumni and others can learn about some of the great things happening at the College.

We encourage people to post, comment and interact with others, and expect that remarks will be on-topic and respectful of the rights and opinions of others. Please note that these are moderated online discussions and not a public forum.

Terms & Conditions - By posting a comment or material of any kind on a Roanoke College sponsored site, the user hereby agrees to the terms and conditions set forth below. Before commenting or including content, you agree not to:

- Post material that is racist, sexist, abusive, profane, hateful, violent, obscene or pornographic
- Post anything that advocates illegal activity
- Post material that infringes on copyright
- Post phone numbers, email addresses or anything else for students or others that would violate their privacy
- Post material that contains falsehoods
- Post material that is off-topic (not relating to Roanoke College or its constituents)
- Post material selling products or promoting commercial, political or other ventures unless we deem them related to the college or its members
- Libel, incite, threaten or make ad hominem attacks on Roanoke students, employees, or guests
- Post material from impersonated profiles
- Post multiple items or duplicate information (from any one person or multiple people)
- All content and posts are also bound by the Terms and Community Guidelines for each service:
 - Facebook Statement of Rights and Responsibilities
 - Twitter Terms of Service
 - YouTube Terms of Service and Community Guidelines
 - Vimeo Terms of Service
 - Flickr Terms of Service and Community Guidelines
 - Picasa Terms of Service
 - Foursquare Terms of Use

Roanoke College reserves the right to do any or all of the following:

- Remove communications that violate these Terms and Conditions
- Remove any communications posted regardless of whether such communications violate these standards
- Ban future posts from people or block people who violate these Terms and Conditions
- Remove capability from the public to post or comment on Roanoke College's official sites

Posted comments and images do not necessarily represent the views of Roanoke College. If you have any questions or concerns about our policy or about the content posted on one of our social media sites, please email us at socialmedia@roanoke.edu.

Weapons Prohibition

Roanoke College is committed to providing a safe and secure learning and working environment for students, faculty, staff and visitors in all campus buildings and on college grounds. The possession, storage and use of all firearms, weapons, explosives or other dangerous articles are prohibited on all properties owned, leased, or otherwise controlled by Roanoke College. Items resembling firearms, explosives, or other weapons are likewise prohibited on College properties. Firearms and other weapons carried by duly authorized law enforcement officers or college security personnel are exempt from this policy.

Whistleblower Policy

Roanoke College expects all employees to conduct themselves properly and in accordance with the College's rules and applicable law. Examples of improper activities may include, but are not limited to:

- Misuse of College resources including computers, money, credit cards, suppliers, College vehicles, or other assets
- Unauthorized access or manipulation of computer files
- Claiming or receiving compensation from the College for work not performed or services not provided to the College (i.e., falsifying time sheets or requests for reimbursement.)
- Misrepresenting financial data or fraudulent financial reporting
- Violation of any rules laid out in the *Policy Statement* or *Substance Abuse* or *Personal and Professional Conduct* section above, or in the *Operational Policies* set forth in Chapter 3, which follows.
- Violation of federal or state laws that apply to the College's operations.
- Being encouraged or pressured to commit an act or acts that would violate a federal or state law, or would constitute a crime, if the act is taken.
- Engaging in conduct or taking other actions that are intended to interfere with or impede an investigation, hearing or inquiry conducted by a federal, state or local government agency.

Employees who become aware that improper activities have occurred or are about to occur are expected to report such activities promptly to their supervisors and/or Human Resources as provided in the [Complaint Process and Procedures](#). The College will investigate all such reports and shall take appropriate action to address and redress any situation where it is determined that a violation of law or College policies exists.

The College has a zero tolerance for any act of reprisal or retaliation against any employee who, in good faith, reports any purported violation of College policy and/or law, or cooperates or participates in the College's investigation resolution process. If an employee believes retaliation has occurred, the employee should immediately contact the Director of Human Resources or any member of the Cabinet. *Please see also the College's Prohibition Against Unlawful Conduct, Discrimination, Harassment & Retaliation Policy, page 5.*

CHAPTER 3 – OPERATIONAL POLICIES

Safety and Security Policy

Safety and security are of paramount importance at Roanoke College as we seek to protect the well-being of students and employees. Roanoke College is committed to providing a safe and secure environment for all activities at all times.

In compliance with federal law, the College publishes an "Annual Security Report" each fall. The report is distributed to all faculty and staff and contains important information about safety and security on our campus. A copy can be obtained from the Office of Campus Safety.

Campus Safety staff members are available 24-hours a day to ensure the safety and security of the students, staff, faculty and visitors on our campus. **The emergency phone number is extension 2310 for all on campus emergencies.**

To safeguard the welfare of students and employees, you are urged to be alert to the presence of suspicious events or persons on campus. Please notify your supervisor or Campus Safety immediately of such persons or circumstances.

The philosophy that every accident can be prevented has been adopted as a cardinal College rule. All reasonable action will be taken to insure safe and efficient work operations. Consequently, employees are responsible for both their personal actions and safe conditions in their work areas. Any unsafe condition or procedure should be immediately reported to your supervisor for corrective action.

Know your responsibilities. If you have any questions or suggestions for safety or security, be sure to speak with your supervisor, Human Resources or Campus Safety. Your full cooperation and active participation are required for our safety and security programs to attain maximum effectiveness.

Accidents Occurring on the Job - All job-related accidents and injuries involving employees, no matter how minor they may seem, must be reported as promptly as possible to the employee's immediate supervisor and to Human Resources so appropriate medical attention can be provided and necessary incident reports may be completed. Prompt reporting of accidents expedites a proper response and processing of the claim is very important and in most cases should occur the same day. Employees are expected to be safety conscious, to work safely, and to report safety hazards to their immediate supervisors without delay. No adverse action will be taken or no retaliation will be tolerated against an employee who reports a work-related injury or illness, or unsafe working condition. Further information on worker's compensation benefits may be found in Chapter 7. Compliance with safety rules and procedures is mandatory.

Accidents To Visitors - Accidents involving visitors should be reported immediately to the nearest supervisor. If emergency medical services are needed, dial the Office of Campus Safety at extension 2310. They will contact the Salem Rescue Squad for you. Do not attempt to move an injured person yourself; wait for assistance. Be alert to conditions causing an accident and to any unusual circumstances which might aggravate an injured person's condition. Listen carefully to the injured person's report of the accident but avoid

any statements concerning cause, fault or liability. An accident report should be prepared by the supervisor in charge or by the department head or supervisor in the vicinity.

Fire and Disaster Plan - Fire is always a potential hazard and the importance of fire prevention cannot be overemphasized. Each employee is responsible for adhering to the basic rules of fire prevention. All requests for fire or rescue assistance should be placed by dialing the College switchboard operator at extension 2500. The College has developed Emergency Guidelines to instruct employees in their responsibilities. This plan is available for review in each department and in Campus Safety. Every building is equipped with a fire alarm system. It is the duty of every employee to become completely familiar with these regulations and with his or her individual responsibilities for the area in which he or she works. Fire and disaster drills are conducted at regular intervals. Failure to comply with established fire, safety, and disaster rules and standards, as well as carelessness affecting personal safety is considered a serious offense.

Key and Access Control Card Security

Control of keys and access control identification cards are a critical element in the College's effort to provide a safe, secure environment for students, faculty and staff. It's the College's policy to issue keys and access control identification cards to employees on a "need to access" basis. The occasional or incidental need to access facilities is not sufficient justification for having keys permanently issued to an employee.

A request for a key or access using an access identification card (Maroon Card) may be made to an employee's department head to issue keys or access under the following conditions:

- Keys and/or access are to be requested at least forty-eight (48) hours in advance of their need.
- Keys can be picked up between the hours of 8:00 a.m. and 4:00 p.m. Monday through Friday at the Office of Campus Safety.
- Keys are issued only to the user and a signature is required.
- Employees who have a key or lock problem should contact the Office of Campus Safety.
- It is the user's responsibility to secure his/her keys and access control card at all times.
- If a key is lost or misplaced, it should be reported immediately to the supervisor of the department and to the Office of Campus Safety
- Employees who lose operating keys will be charged a minimum of \$35. An employee who loses a master key or sub-master set of keys will be charged \$35 or more depending on the severity of the loss. (Employee may be responsible for costs related to re-keying other doors).
- Upon termination of employment, all staff members must return keys and access control cards to their supervisor who will return them to the Office of Campus Safety for accounting purposes. A direct transfer of keys between arriving and departing employees is prohibited.
- Access control cards that are lost or misplaced must be reported immediately to the supervisor of the department and the Office of Campus Safety.
- Employees who lose or misplace an access control card will be charged \$25 for a replacement.

Violence or Threats on Campus

All threats or situations that have the potential for violence on campus or to the College's students must be taken seriously and require timely action to prevent or minimize an occurrence. This includes threats by co-workers, supervisors, students, family members of employees or students, vendors, guests, or members of the public. Acts or threats of physical harm or violence which include, but are not limited to, physical or verbal threats of harm; possession or brandishing a weapon; use of menacing, threatening, or intimidating language; stalking behavior; or acts of coercion, which are directed towards another person (whether it be a student, employee or visitor) that occur on College property (or that occur elsewhere and involve students of the College,) cannot and shall not be tolerated. Any employee determined to be responsible for a threat or actual violence, or other violation of this policy will be subject to prompt disciplinary action up to and including immediate termination of employment.

All employees should be attentive to situations where conflicts arise among students, between employees, or others that could escalate to a dangerous level. Any staff member who becomes aware of a threat or a situation that has the potential to result in violence is expected to report the matter immediately to Campus Safety and/or Human Resources.

To report security or safety concerns, immediately contact Campus Safety (x2310) for assistance.

When reporting a threat or act of violence, be as specific as possible. Do not put yourself in peril. If you see or hear a physical disturbance, do not try to intercede or see what is happening, unless you are a security officer or an employee who has been trained to intervene.

Any employee who becomes aware of any threats or menacing conduct directed to any College student, the College, or any College employees, as a result of a social media posting or other electronic means (e.g., text message) should immediately notify Campus Safety.

Employees experiencing a conflict in their personal lives that involve a risk that a non-employee may be present on campus and cause disruption to College operations or threaten violence directed to employees or others, shall promptly inform Campus Safety.

Maroon Alerts

Maroon Alerts is Roanoke College's emergency notification system. It allows College officials to contact students, faculty, and staff via text messages sent to cell phones and similar devices, as well as to send instant e-mail communications in the event of an emergency or severe weather conditions. Notices also are sent when weather emergencies necessitate a closing or delayed schedule for the College.

Employees with a cell phone capable of receiving text messages are automatically enrolled in Maroon Alerts. An e-mail is also sent to the campus e-mail address. If you change your phone number, please remember to notify Human Resources so that your enrollment remains active. If you wish to opt out of Maroon Alerts at any time, please see Human Resources.

Media Contacts & Comments on Behalf of the College

Staff Members are not to speak or respond to reporters or the media representatives on the College's behalf unless you have been authorized to do so. All media inquiries seeking comment from the College should be directed to the College's Director of Public Relations 540-375-2282.

Should you speak to a reporter or other media representative, on-line, or otherwise, you must make it clear that you are expressing only your own personal opinions. Never represent yourself as a spokesperson for the College. If the College is a subject of an online posting of yours, be clear and open about the fact that you are an employee and that your views do not represent those of the College. If your work position is listed on your social media site, then it is best to include a disclaimer such as "The postings on this site are my own and do not necessarily reflect the views of the College."

If you have questions or need further guidance, please contact Human Resources.

Hazardous Chemical Safety Program

In order to comply with Federal regulations promulgated to insure that all chemicals are evaluated and that information regarding the hazards associated with these chemicals are communicated to employees, each department that utilizes hazardous chemicals has established safe handling procedures. The goal is to reduce the number of chemically related occupational illnesses and injuries. For additional information, or specifics regarding these procedures, including obtaining access to current SDS, you may contact the following individuals:

- Housekeeping Manager @ x2279
- General Manager, Dining Services @ x2260
- Chemistry Department Safety Coordinator @ x5248

Inclement Weather Policy and Procedures

As a residential institution of higher education, every effort must be made to maintain the college's normal operations during periods of inclement weather. Staff will be notified of delays and closings via Maroon Alerts and email. Additionally, local radio and television stations will be contacted with schedule changes. Pay policies for such events are outlined in Chapter 5. The College has an Inclement Weather Plan. The plan is published on the College website or copies can be obtained from the Office of Campus Safety.

To maintain certain critical functions during inclement weather periods, personnel in Campus Safety, Health Services, Residence Life, Dining Services (Excluding Cavern, Catering, and Rooney's Brews), Housekeeping, Grounds, and Plant are designated as essential personnel and must report to work when the College is closed or operating on a delayed schedule. Other staff may be designated as essential personnel at the discretion of the College.

If the College is not closed and an employee is unable to report to work due to inclement weather, vacation or personal leave must be used to cover all scheduled hours. Sick leave may only be used if the employee was sick on that day. A doctor's note may be required to verify sick leave requests.

Smoking and Tobacco Use

In Virginia, it is against the law for anyone under the age of 21 to purchase and use tobacco products. Because of the risks to both users and those around them, smoking and the use of tobacco products is strictly limited and may only occur in certain areas. This policy applies to smoking (tobacco or tobacco-free products that might be smoked via cigarettes, pipes, water pipes, and hookahs); smokeless tobacco (including snuff, snus, and chew); vaping or other use of unregulated nicotine products (such as electronic cigarettes).

The use of **any** of the above listed products is prohibited in all College buildings including academic, administrative, athletic, and all residence halls. Smoking is not permitted within 25 feet of any Roanoke College building.

The use of **any** of these products is also prohibited in all College vehicles including motor pool, maintenance, grounds, housekeeping, vans, utility vehicles and grounds equipment (both motor pool vehicles and vehicles permanently assigned to specific departments).

Smoking Cessation Programs – Smoking cessation products are covered at 100% under our health insurance plans. There are many programs in the local area through Carilion, Lewis Gale, or the American Lung Association. For more information on smoking cessation resources, please contact Human Resources at x2442.

Enforcement - Department Heads and Supervisory Personnel are responsible for monitoring their areas and employees to ensure compliance with this policy. Disciplinary action for employee violations will follow established disciplinary guidelines as outlined in Chapter 8 of this Handbook.

Animals in the Workplace

Roanoke College seeks to provide a safe, non-threatening and healthy working environment for all students, employees and visitors. In order to assure the safety of our campus community, the following guidelines have been established and must be followed by those desiring to bring animals to campus.

- It is the owner's responsibility to ensure that they comply with all state and city laws and ordinances governing licensing, vaccinations and that their animal is healthy and poses no health risk to humans as carriers of active infections, parasites, etc.
- Animals are not permitted in the Colket or Cregger Center with the exception of guide and service animals.
- Animal owners are liable for any and all injuries and/or damages caused by their animals to persons and/or property.
- No animals are allowed to become a nuisance to members of the Roanoke College community. This includes physical harm to humans and/or other animals, or causing fear of harm, allergic reactions, excessive noise, and destruction of property.

- Animal owners must clean up after their animals. Animal owners are expected to carry suitable containers for the removal and proper disposal of animal waste.
- Animals must be on a leash at all times in public areas. Under no circumstances are animals to be left unattended and are to be attended by their owners to ensure obedient behavior.
- Animal owners may not use college resources or other college personnel to tend to or monitor their pets. Owners are solely responsible for their animals and must be with them at all times when on college property.
- Anyone who experiences a problem with an animal on campus should bring the issue to the attention of the animal owner or the animal owner's supervisor. Animal owners must be respectful and responsive to students and colleagues by taking responsibility for correcting any such problems.

It is expected that animals will not be constantly present in buildings, and visits to campus buildings will be infrequent and not for long periods of time. Exceptions may include:

- Service animals for individuals with disabilities will be allowed.
- Animals of employees whose job requires them to reside on campus.
- Faculty members in residence in a campus apartment may be allowed with proper authorization from the supervisor.

These guidelines are subject to the provision that supervisors have the final authority in determining whether it is appropriate for animals to be in specified areas. Requests under these guidelines should be directed to the Vice President of the division of the requestor.

Motor Vehicle Policy

It is the combined responsibility of the College and its employees to ensure that all College vehicles are operated in a safe manner. Any employee operating a College vehicle must possess a valid Virginia driver's license. The College may, at any time, request an employee to provide a current copy of his/her driving record and/or proof of a valid license. Should an employee have his/her license suspended or revoked, that employee may not operate a College vehicle under any circumstances. An employee who routinely operates a College vehicle in the course of his/her job duties must advise his/her supervisor immediately of any license suspension or revocation. The College reserves the right to terminate an employee whose job requires the operation of a College vehicle should that employee lose his/her license.

Guidelines for the operation of College motor pool vehicles are outlined in the Motor Pool Policy, available from the Office of Campus Safety. Employees using motor pool vehicles are expected to adhere to the procedures and regulations contained in these guidelines. Any misdemeanor or criminal conviction resulting from an employee driving a College motor pool vehicle will be evaluated and may be grounds for disciplinary measures, up to and including dismissal.

Employees who operate their personal vehicle or a borrowed vehicle while traveling on College business have primary insurance coverage under that vehicle's insurance policy. Only when an employee drives a College-owned vehicle or a College-leased vehicle is coverage provided under the College's insurance. College insurance provides coverage for

damages to the College's vehicle, a College-leased vehicle, and any other vehicles or property, should the employee be held responsible for such damages.

When an employee uses his or her personal vehicle to travel on College business, the insurance on that vehicle is primary for damages to the vehicle used and any other vehicles or property, should the employee be held responsible for such damages.

Campus Parking

College parking lots are color coded and numbered to identify the designation for a particular lot. Parking decals are color coded accordingly.

- *Maroon Lots* – are for Faculty and Staff
- *Yellow Lots* – are for Residential students
- *Blue Lots* – are for Commuter students. Elizabeth Campus students receive commuter decals.
- *Green Lots* – are reserved 24 hours/7 days a week for Visitors.

All employees must register their vehicles with Campus Safety. Employees may register up to two vehicles for their personal use. Questions regarding parking should be addressed to the Office of Campus Safety at extension 2310.

IT Policy

Please refer to the IT website for policies regarding guidelines and acceptable purchase and use of college systems.

Privacy of Student Records / FERPA

In accordance with the provisions of the Family Educational Rights and Privacy Act of 1974 (FERPA), the Associate Dean/Registrar has been designated the official to receive requests for, dispense information about, and maintain records on, all students. Such records consist of admissions data and the educational record of the students while enrolled at the College. Students may inspect these records upon written request and have access to the material in accordance with the law. Such records are not only accessible to certain responsible College and administrative personnel but may be reviewed and utilized by them if necessary. Records are not released to a third party without the specific written authorization of the student.

E-Mail Appropriate Use Policy

Roanoke College e-mail accounts are the official electronic communication system between faculty, staff, & students. The use of Gmail, Hotmail, etc. to communicate official business is not permitted as the College cannot control the administration or security of those systems. To comply with Federal privacy laws (FERPA, HIPAA, etc.), industry regulations (PCI, etc.) and higher education best practices, the following policies are intended to ensure a secure system of electronic communication.

Your Roanoke College e-mail account is considered the official method of communication with the College. You are expected to regularly check the contents of your account. The password for your account should never be shared with another person nor should it be saved in a written format that is accessible to others. Accessing a Roanoke College e-mail account other than your own is allowed only with appropriate employment related permissions granted by your divisional Vice President and the Director of Human Resources.

Roanoke College employees shall not use e-mail to request passwords, full Social Security numbers, or other confidential personal information. Any e-mail message that asks you to enter or verify personal information through a website or by replying to the message itself should be viewed as suspect and evaluated. Never reply to or click the links in such a message. Resolution of matters which require access to your password shall be made in person or via phone. If the need arises for a username change, the old username and information stored under the old username will be deleted.

All electronic communication between faculty, staff or students on College related matters may only be conducted using a Roanoke College e-mail address. The Family Educational Rights and Privacy Act allows for internal communication via e-mail, using the College's secure system. Since the College cannot control the security of other systems, outside e-mail accounts may not be used to conduct matters related to College business or educational matters. In order for the College to be in compliance with Federal regulations related to the privacy of student records, faculty and staff e-mail accounts may not be set to automatically forward to an external e-mail address. For faculty and staff who wish to access College accounts and data using any mobile device where College e-mail is accessed, a passcode is required. Downloading and storing email on an external device is prohibited.

The content of all Roanoke College e-mail accounts is the property of Roanoke College. Communication to Roanoke College distribution lists must be limited to topics related to College matters. The College does not routinely monitor or screen e-mail. However, the College has the right, consistent with this policy and applicable laws, to access, review and release all electronic information that is transmitted over or stored in College systems or facilities, whether or not such information is private in nature, and, therefore, confidentiality or privacy of e-mail cannot be guaranteed.

Personal Use

College e-mail services may be used for incidental personal purposes provided that such use:

- Does not directly or indirectly interfere with the College operation of computing facilities or e-mail services.
- Does not interfere with the e-mail user's employment or other obligations to the College.
- Does not violate this Policy or any other applicable College policy or law, including but not limited to use for personal gain, conflicts of interest, harassment, defamation, copyright violation or illegal activities (see Misuse below).
- There shall be no expectation of privacy in regard to e-mail messages of a personal nature sent or received from College e-mail accounts or from College computers.

Misuse

- Using e-mail for illegal activities is strictly prohibited. Illegal use includes, but is not limited to: obscenity; child pornography; threats, harassment; theft; unauthorized access to data or attempting to breach any security measures on any electronic communications system; attempting to intercept any electronic communication

transmission without proper authority; and violation of copyright, trademark or other applicable law.

- In addition to illegal activities, the following e-mail practices are expressly prohibited: entry, examination, use, transfer, or tampering with the email accounts and files of others, unless appropriately authorized pursuant to this policy; altering e-mail systems software or hardware configurations; or interfering with the work of others or with College or other computing facilities.
- E-mail users shall not give the impression that they are representing, giving opinions, or otherwise making statements on behalf of the College or any department of the College unless expressly authorized to do so.
- College e-mail services may not be used for purposes that could reasonably be expected to cause, (directly or indirectly) strain on any computing facilities, or interference with others' use of e-mail or e-mail systems. Such uses include, but are not limited to, the use of e-mail services to:
 - Send or forward chain letters. These e-mails often contain warnings that may very well be hoaxes.
 - "Spam" – to exploit listservs or similar systems for the widespread distribution of unsolicited mail.
 - "Letter-bomb" – to resend the same e-mail repeatedly to one or more recipients.
 - Knowingly sending or transmitting computer viruses
 - Phishing
- Employees working with credit card information shall never transmit credit card numbers, expiration dates, or security codes over email.
- Employees shall not transmit confidential or personally identifiable information such as birthdates or Social Security Numbers over email.

Conflict of Interest Policy

It is the policy of the College that no employee shall have a conflict of interest in any sales, supplies or services to the College. (See **Appendix E** for the complete policy.)

Misrepresentation Policy

Roanoke College is prohibited under federal regulations from providing false, erroneous or misleading information about the College to our students, prospective students, alumni, their families, accrediting agencies, state agencies, the public or the United States Department of Education (DOE). Any student endorsements or testimonials provided by the College are given voluntarily and under no duress. The regulations regarding misrepresentation describe misrepresentation with respect to the:

- Nature of the education program
- Nature of the financial charges
- Employability of graduates
- Relationship with the DOE. A Title IV eligible school may not describe its participation in a way that suggests approval or endorsement by the DOE.

The Office of Marketing and Communications maintains electronic copies of all promotional materials, including statements and quotes made by college personnel. The Vice President for Enrollment/Dean of Admissions & Financial Aid is responsible for the training of personnel under their supervision regarding the misrepresentation of admissions

requirements. The Director of Financial Aid is responsible for the training of personnel under the VP's supervision regarding the misrepresentation of college financial information.

Internal Communications

Communication is a two-way process. The College makes a diligent effort to communicate with you via its supervisors, routine announcements through the Daily Announcements Email, campus mail, email notifications, Maroon Alerts, special notices, publications and bulletin boards. You are urged to communicate with the College by offering suggestions, asking questions about your working conditions, or expressing any concerns.

Meetings - Employee meetings will be held periodically and you are expected to attend and actively participate. A lack of regular attendance will be interpreted as a measure of an employee's interest in his or her job and the College.

Supervisory meetings are held to establish lines of communications between departments. It is the responsibility of each supervisor to attend these meetings unless excused by the appropriate administrative officer.

Bulletin Boards/Daily Announcements - Both important information/announcements and information of general interest are regularly published in the Daily Announcements email and posted on bulletin boards in your department and at other areas throughout the College. You have the responsibility for checking the bulletin boards and/or reading the announcements periodically so that you will be familiar with the information published. Such publications shall be deemed to constitute official notices to employees of the information.

Booklets, Letters and Publications - In addition to this Handbook, you will receive other informational materials from the College. Occasionally, you may receive mail at home from the College. The function of each letter or publication is to provide you with news and helpful information which will keep you up-to-date of the happenings here.

Campus Directory - A directory of College employees and students is available on the College website. Should you wish information to be omitted from the directory, in full or in part, please make a written request to Human Resources. The College directory is intended only for the use of its staff and students, and its unauthorized use or distribution is prohibited.

Personnel Records - Keeping your permanent and confidential personnel record correct and up-to-date is important to you because it enables the College to reach you in an emergency, forward your mail, properly maintain your insurance and other benefits, compute your pay, etc.

Human Resources and your supervisor should be notified promptly of changes in:

1. Address and telephone number
2. Marital status
3. Name
4. Beneficiary or dependents listed in your insurance policies
5. Number of dependents for withholding tax purposes
6. Person to notify in case of emergency

In addition, you should give notification about the completion of training or other education so that you may receive proper consideration as other job opportunities arise throughout the College.

Intellectual Property Rights – Administrative Staff

This policy does not apply to employees of the College who work as an academic faculty member. It is the policy of Roanoke College that works or products generated on their own initiative by an employee who is not a faculty member which are or can be subject to copyright, patentable, or of commercial value, are and shall remain the exclusive property of the author or inventor. In this context, the author or inventor shall have the sole right of ownership and disposition of these materials, unless the College has entered into a written agreement with the non-faculty member who generated the work that it be considered a "work made for hire."

Materials written, created, produced or otherwise generated as "works made for hire" are defined as inventions, creations, manuscripts, or other works of commercial value which are written, created, produced or otherwise generated by either an employee who is not a faculty member, and who was or is engaged by the College specifically to write, create, produce or otherwise generate such materials or to conduct the research or other activity which produced anything included in the material(s); or are released from other College responsibilities in order to write, create, produce or otherwise generate materials.

Copyright materials include but are not limited to books, pamphlets, brochures, or other printed materials; films, video or audio tapes; computer programs or computer-based instructional materials; musical compositions; and any and all materials covered by the copyright laws of the United States or any foreign government, as amended. Patentable works include but are not limited to inventions, creations and any and all things patentable under the patent laws of the United States or any foreign government, as amended. Materials of commercial value are any materials which the College, in its sole discretion, determines to have commercial value.

Materials written, created, produced or otherwise generated pursuant to, or under the sponsorship of, an outside agency or government and under the auspices of a College grant, shall be subject to the copyright, patent and exploitation terms and conditions of said subject grant, contract or agreement. If no such terms and conditions are stated, then the materials produced by non-faculty administrative staff shall be subject to the terms of this policy.

The College may voluntarily agree, but shall not be obligated, to enter into an agreement to compensate such person in its sole discretion in the event the materials or works made for hire are deemed to be of commercial value to the College on terms and conditions determined by the College, in its sole discretion.

When the College has obtained rights of whatsoever kind or nature in copyright, patentable, or commercially valuable materials which have been written, created, produced or otherwise generated by a non-faculty administrative staff member, then the terms and conditions of this policy shall be binding upon all parties in regard to the copyright, patentable or commercially valuable materials until all of the following conditions have been met:

1. The expiration of a minimum of 2 calendar years from the date of assignment;

2. The recovery, by the College, of all expenses and costs attributable to the writing, creation, production, generation and/or exploitation of the materials;
3. With respect to non-faculty administrative staff member, two calendar years from the calendar date of cessation of affiliation of such person with the College;
4. The expiration of the College's copyright, patent or contract rights.

Copyright Policy

Members of the Roanoke College community must comply with the United States copyright law (Title 17, United States Code).

The copyright law applies to all forms of copying, whether it is undertaken at a commercial copying center, at the College's central or departmental copying facilities, or at a self-service machine.

You, as an individual, may make or request copies of copyrighted materials within the Fair Use Doctrine. Otherwise, you must first obtain the appropriate permissions before making copies. You are liable for possible infringement when making copies that violate copyright law.

Departments should post appropriate copyright notices on or near equipment used to make copies. Department offices also should file and retain all necessary records.

CHAPTER 4 – EMPLOYMENT POLICIES

Employment

We hope that your employment with Roanoke College will be a long and rewarding experience. However, we recognize that circumstances change with the passage of time and that some employees will choose to seek job opportunities elsewhere or to leave the College for other reasons. Others may not meet the operational needs of the College or changed circumstances may reduce available employment opportunities which may result in involuntary termination. We sincerely hope that none of these situations occur, but realistically we have to acknowledge that the possibility does exist. Because employment at Roanoke College is based upon mutual consent, the right of the employee or the College to terminate the employment relationship "at will" is recognized and affirmed as a condition of employment. As such, all employment at the College is "at will" and the employment relationship may be terminated by either party, with or without cause, at any time.

Definitions of Employment Status

Employees of Roanoke College are classified in two categories. They are:

1. *Academic Faculty* - Academic Faculty are subject to the policies and procedures set forth in the Faculty Handbook and certain administrative officers who have been assigned faculty status by the Board of Trustees.
2. *Staff Members* - All other employees engaged by the College to support the mission of the College are considered "staff" and they provide a broad range of services.

This Handbook applies to all non-academic faculty members, whether they serve in any administrative, professional, operational and/or support position.

All staff employees of the College are considered by federal law to fall into one of two categories:

- A. Exempt** - Employees in this classification are exempt from the minimum wage, and overtime provisions of the wage and hour laws based on their duties and salary level.
- B. Nonexempt** - Employees in this classification are subject to minimum wage and overtime provisions under applicable wage and hour laws. Non-exempt employees are eligible to earn overtime pay when they work more than 40 hours in a work week. All non-exempt employee must properly record all time actually worked. For more information on compensation related issues see Chapter 5.

This Handbook covers both exempt and nonexempt staff members. These two categories are further classified into four categories: full-time, regular part-time, Part-time non-benefitted, and temporary which impact an individual's eligibility for benefits, which are described in more detail in Chapters 6 and 7.

A full-time employee is scheduled to work a minimum of 30 hours per week throughout the year at a regularly scheduled job. Subject to eligibility requirements, a full-time employee is entitled to all employee benefits.

A part-time employee who regularly is scheduled to work less than an average of 30 hours per week, but at least an average of 20 hours per week during the year (1,000 hours or more per year). A regular part-time employee is entitled to limited employee benefits to include proportional vacation and sick/personal leave.

A part-time non-benefitted employee is one who is regularly scheduled to work less than 20 hours per week and is not eligible for benefits.

A temporary employee normally is employed for a specific period of time not to exceed one year and may or may not be scheduled on a regular basis. A temporary employee is not eligible for vacation or sick/personal leave benefits, although he or she may be paid for those official holidays which fall during the course of his or her employment. A temporary employee is not eligible for any other employee benefits.

In the event that a temporary employee accepts a regular part-time or full-time position, eligibility for benefits and any applicable waiting periods begins with the effective date of the status change.

Orientation

During your first few days of employment, employees will participate in an orientation program conducted by Human Resources. Human Resources will inform you of the date and time. This orientation will include important information with regard to basic College policies, compensation and benefits programs, plus other information necessary to acquaint oneself with your new job and with Roanoke College. At this time, all necessary paperwork such as benefit plan enrollment forms, beneficiary designation forms, direct deposit forms, and appropriate federal and state tax forms will be completed.

All newly hired employees are required to present Human Resources with documentation required by federal law that establishes both the employee's identity and eligibility to work in the United States.

Adjustment Period for New Hires or Transferring Employees

For non-exempt employees, the first three months (or longer if deemed appropriate) worked for the College is considered an "adjustment period." For exempt employees the "adjustment period" is typically the first six months.

This adjustment period provides you and the College with the opportunity to determine if the working assignment is mutually satisfactory. If, during this period, either you or the College decides the working arrangement is not satisfactory, either may terminate the relationship without notice. The completion of the adjustment period shall not be construed as creating a contract or as guaranteeing employment for any specific duration or as establishing a "just cause" termination standard. All staff members are at-will employees at all times.

Disability Accommodations

If an applicant or current employee is a qualified individual with a disability, including pregnancy and related medical conditions, the College will, upon request, evaluate and provide "reasonable accommodations" that are designed to allow the employee to perform the essential functions of the job. The employee is responsible for requesting an accommodation and for providing medical and other documentation to assist the College in understanding the nature of the employee's disability and the accommodations sought. A request for an accommodation should be made to the employee's direct supervisor, unless the staff member is unable to or uncomfortable with discussing the situation. In that case, the request shall be made to the Director of Human Resources.

The College has the ability to consider a range of options for accommodations that will reasonably accommodate the employee or applicant's needs, and is not limited only to the specific approach requested. The process of determining the need for and the form of reasonable accommodation is intended to be interactive and cooperative in nature with the employee or applicant.

An accommodation that would impose an "undue hardship" on the College (as defined by Federal law), or if provided, would not resolve the issue, or pose a significant risk of substantial harm to the health or safety of the individual or others, may not be considered a "reasonable accommodation." In either of these situations the College may not be able to accommodate the employee. For this reason, the individual requesting the accommodation is expected to cooperate with the College and its request for information so that the College can make a fair and informed determination as to the request for an accommodation.

Religious Accommodation

The College is committed to respecting the sincerely held religious beliefs of its staff members. Upon request, the College will provide reasonable accommodations to staff members to facilitate the observance of religious practice or belief, provided the accommodation will not create an undue hardship. Accommodations may include, but are not limited to, schedule changes, leave for religious observances, or permitting an employee member to wear religious dress or religious grooming practices.

If an employee desires an accommodation for a religious belief, verbal or written requests should be made to the Director of Human Resources. The employee shall provide a description of the requested accommodation and the reason for the request.

The College will make determinations concerning religious accommodation requests on a case-by-case basis, and will rely on fact-specific inquiries to determine if the need exists and if an accommodation as requested should be provided, or offer an alternative accommodation which may be more appropriate under the circumstances.

No Retaliation for Accommodation Requests

Retaliation of any kind against an employee because he or she has requested an accommodation as a result of disability or religious beliefs is prohibited. Any staff member who experiences retaliation shall immediately report the circumstances to the Director of

Human Resources. Prompt and effective action may be taken to prevent or remedy any such action(s) including disciplinary action, where appropriate.

Probationary Periods

In some situations, the College may determine that a probationary period is necessary (e.g. performance, attendance, or employee conduct are not meeting expectations). In situations where a probationary period is warranted, consistent and sustained improvement is expected if employment is to be continued. Probation periods will be documented in writing and explained to the employee at the time the probationary status is implemented. As with the Adjustment Period, the fact that an employee may successfully complete a probationary status does not change the at-will nature of the employment relationship.

Performance Evaluation

Your performance will typically be evaluated at the end of your adjustment period. Subsequently, the performance of each employee is scheduled for review on an annual basis. One of a supervisor's responsibilities is to help his/her employees grow professionally. Effective supervision involves regular observation, conversation, encouragement, instruction, and constructive suggestions to employees. This continuous supervision and feedback provides the employee an opportunity to improve, both for achieving employees and those not meeting standards.

The main purpose of performance reviews is to help an employee improve his/her performance and to identify growth opportunities. Ideally, we evaluate and review employee performance on an ongoing, day-to-day basis, and the formal written performance review is the summation of that process for the entire evaluation period.

Years of Service

Employees build up length of service by continuing at their work without unauthorized interruptions or termination. Employees' length of service is important to the College as it assures the availability of an experienced and able workforce. Length of service is important for employees as it enables them to continue their self-improvement and advancement to qualify for higher wages, increased benefits and promotional opportunities.

It is expected, however, that increase in the length of service will also be matched in performance ability. Length of service alone will not be the sole determining factor in consideration relation to promotions and wage and salary increases, but will be given due consideration.

Breaks in Service

A staff member who leaves the employment of the College and is subsequently rehired may request credit for the prior service period. All such requests shall be in writing and submitted to the Director of Human Resources and the employee's current Vice President who will review the service record to determine eligibility and good standing.

To be eligible for prior service credit, the employee must have been in good standing and served at least three continuous years in either a full time or regular part-time position during the first period of employment and must then serve in good standing at least three continuous years in either a full time or a regular part-time position the second period of employment.

Attendance and performance during all periods of employment will be primary factors in determining whether the staff member was and is in good standing. If credit for prior service is awarded, then the newly aggregate length of service will be used to determine the employee's vacation accrual base and length of service for service awards will be adjusted. Should it be appropriate to increase vacation accrual, increased accrual will begin on the first of the month following the award. Service required for increased vacation accrual is outlined in Chapter 5 of the Handbook.

Promotions and Transfers

Roanoke College assures equal consideration to all employees with regard to its policies on recruitment, hiring, transfer, and promotion.

The College believes that promotion from within whenever possible is important to maintain good morale and efficient internal operations. This, of course, allows staff who have progressed successfully to be rewarded through positions with higher compensation and responsibility. Promotions or transfers are never guaranteed. Qualified employees who have demonstrated they fully meet the requirements of the position as determined by the College will be given consideration. With this as our goal, and as positions become vacant, vacancies will be posted in the Daily Announcements and on the College website. You are encouraged to actively seek upward mobility and to grow personally and professionally with the College.

Employees assuming new positions through promotion or transfer begin a new adjustment period at that time. *See Adjustment Period for New Hires or Transferring Employees, page 29.*

Personnel Files

The College maintains confidential personnel files on each employee. These files are maintained within the Human Resources Office, and are the exclusive property of the College. Personnel files and their contents will not be released in part or in total to any persons or agencies unless required or permitted by law.

These files contain documentation regarding various aspects of the employee's tenure with the College, such as application, resume, performance appraisals, pay adjustment letters, any disciplinary actions taken, and letters of commendation. A current or former employee, upon written request to the Office of Human Resources will be provided a copy of all records within thirty (30) days that reflect (i) the dates of employment with the College, (ii) the employee's wages or salary during employment, (iii) the employee's job description and job title during employment, and (iv) any injuries sustained by the employee during employment. The remainder of the personnel file maintained by the College may be reviewed in the Human Resources Office, but will not to be copied or removed without authorization from the Director of Human Resources.

To ensure that your personnel file and record is up-to-date at all times, notify Human Resources of any changes in your name, telephone number, home address, marital status, number of dependents, beneficiary designations, professional or scholastic achievements, emergency contact information, and any other pertinent changes.

Employment of Relatives

It shall be deemed to be a conflict of interest for an employee to serve in a supervisory capacity over a direct relative, dependent, or spouse. For the purpose of this policy, "direct relative" shall be mother, father, sister, brother, parents-in-law, brother-in-law, sister-in-law, grandparent, grandchild, aunt, uncle, niece, nephew or children of the employee or of the spouse. "Dependent" shall be defined by the Internal Revenue Code.

Further, no staff member shall initiate, participate in, or exercise any influence over departmental or institutional decisions which results in a direct benefit to a member related by family or marriage. Such benefits include: initial appointment, retention, promotion, tenure, salary, leave of absence and grievance adjustment. In situations where a conflict of interest might occur under normal operating procedures, the responsibility for the decision will pass to the next higher administrative level.

Outside Employment

It must be realized that full-time employment with the College is the employee's primary responsibility. It is necessary that the College make every effort to ensure that outside employment does not lead to a conflict of interest, have the potential of discrediting the College or affect an employee's job performance while working for the College. For this reason, any potential outside employment opportunity must be discussed with the immediate supervisor in advance and all details of the proposed arrangement fully disclosed to avoid any conflict of interest. The supervisor will review the information and, if necessary, discuss it with the appropriate Vice President. If the second job is deemed inappropriate or a conflict of interest, the supervisor will notify the employee in writing, with a copy sent to Human Resources for inclusion in the employee's personnel file. If an employee has been notified that the second job is unacceptable and continues to hold the job, the employee may be subject to disciplinary action up to and including dismissal. The work schedule of the second job may never overlap with the employee's work schedule at the College.

Outside employment will not be considered an excuse for poor performance, absenteeism, tardiness, or refusal to work overtime. Should the outside employment cause or contribute to any of these situations, it must be discontinued. Under no circumstances should an employee conduct outside employment business during the normal College work hours or use College equipment or materials in support of outside employment business.

Solicitation

Sales of merchandise and services on campus to faculty, staff or students by for-profit individuals, for profit organizations or not-for-profit organizations or individuals representing not-for-profit organizations are prohibited except under the following conditions:

Outside vendors: For-profit individuals and organizations (outside vendors) are prohibited from on-campus sales except when sponsored by a recognized campus organization or department. Outside vendors may post a notice on a specified bulletin board in the Colket Center and may advertise in the College newspaper.

A staff member who is a representative of a for-profit company or is in business on their own will be considered an outside vendor and will not be allowed to post notices or use college facilities and services except as noted above. Refer to the full Solicitation Policy under Colket Center Building Policies on the intranet for complete details about solicitation on campus.

CHAPTER 5 – COMPENSATION POLICIES

Pay Policy

The College makes a genuine effort to pay its employees fairly. It is our policy and practice to accurately compensate employees and to do so in compliance with all applicable state and federal laws. When you start to work, you are paid a salary or wage related to your immediate responsibility. From then on, your compensation progression depends upon how successfully you, as an individual, apply yourself. Compensation is reviewed annually, on July 1, at a minimum. Pay increases are not guaranteed to anyone at any time. Factors to be considered in granting pay increases include, but are not limited to, the financial condition of the College and the performance, qualifications and experience of the employee under consideration for a pay increase.

Importance of Time Records

The laws require employees to record the actual time employees are working. Your time record is very important because the information on it is relied upon and used for payroll computation and helps the College ensure it has an accurate record of your time and earnings.

Non-exempt employees who work in the Cavern, Dining, Grounds, Housekeeping, and Plant Administration are required to use the time clock system located in each area. You will be required to swipe your Maroon Card when clocking in/out each day. You should not clock in more than seven minutes before your scheduled working time nor clock out later than seven minutes past your scheduled ending time. The only exception is when you are authorized to clock in earlier or later by your supervisor. If you should leave College premises and you are not on College business, you are required to clock out. Please clock your own time card and be careful to do it correctly. Under no circumstances are you to clock another employee's time card, nor should you ask anyone to clock your time card.

Other non-exempt employees are required to use the electronic time card found in Self Service. Supervisors or designees will be required to approve the completed time card each pay period.

Exempt employees who are paid monthly are to submit their leave (vacation, sick/personal, jury duty, funeral, etc.) electronically under the "Leave Submission Form (Exempt Employees Only)", found in Form Finder on the intranet. Leave requests should be submitted in advance for approval when foreseeable, and no later than the payroll deadline in the month in which leave is to be used. Unexpected leaves should be submitted upon returning to work.

Work Week

The official work week for employees of Roanoke College is from 12:01 am on Sunday through Saturday at midnight. The workweek for employees who work in the Dining, Housekeeping, Plant and Grounds departments is based on forty hours.

The College administrative offices are generally open from 8:00 a.m. to 4:30 p.m., Monday through Friday. A normal working day for most employees is between 7.5 and 8 hours per day. Within the workday, employees are given a total of one hour for meal and break period(s) combined. Employees should use this full meal/break hour each day unless requested to do otherwise.

Although the normally scheduled work hours may be less than forty per week for some employees, overtime is only paid to non-exempt employees when the actual time worked exceeds forty hours in one workweek. This means that if during the workweek an employee used paid time off, such as a holiday, vacation or sick/personal leave, those hours of paid time off do not count as actual working time for overtime purposes. It also means that overtime is not earned on a daily basis. So, if an employee works more than 8 hours on one or more days in a workweek, but does not actually work more than 40 hours in that workweek, then there will be no overtime pay earned or paid.

In order for various departments to function most efficiently, working hours and work schedules may be altered. Your supervisor will outline your working schedule for you. Every job on campus contributes to the successful operation of the College, therefore all employees are expected to begin the workday on time and to be punctual in all working assignments/appointments. Should you ever have any questions regarding your work schedule, please ask your supervisor.

Absenteeism and Tardiness

Roanoke College and each department depend heavily upon its employees and it is important that employees attend work as scheduled. The College expects all employees to be responsible in their attendance and promptness. Recognizing that illness and injuries do occur, the College has established sick/personal leave, family and medical leave and disability policies to compensate employees for certain time lost for legitimate medical reasons. These policies are addressed in depth in Chapter 6 of this handbook.

All employees are expected to be prompt in reporting to work and returning from meal breaks or other absences from the workplace.

If you are unable to report to work because of illness, emergency, or for personal reasons, you are asked to notify your supervisor or department head prior to, or no later than, your scheduled working time. This is necessary to make schedule adjustments. Your supervisor may request a daily report and a physician's statement in the event of your illness. The supervisor will report such absences to Human Resources. Each department may also have specific call-in requirements and you are responsible for understanding the requirements for your area. Failure to properly notify your supervisor may result in disciplinary action.

Any employee who is absent for three (3) consecutive working days without proper notification to the employee's immediate supervisor will be deemed to have voluntarily quit his or her employment.

Before returning to work from a medical leave, employees are required to provide a "release to return to work" from their physician.

Excessive absenteeism or tardiness, as determined in the judgment of the College, shall be grounds for disciplinary action, up to and including dismissal.

Overtime

Working more than 8 hours in a day or 40 hours in a week is sometimes required of the non-exempt employees. You are expected to cooperate with your supervisor when asked to work these extra hours. If you believe your duties require that you work more than 40 hours in a week, you must first obtain approval from your supervisor. No one should work more than 40 hours without prior approval. Overtime work will be distributed as equally as possible.

All time worked over 40 hours in any workweek by non-exempt employees will be paid by the College at the appropriate overtime rate. No overtime pay is due if an employee works more than 8 hours in a day, but 40 or less hours in a work week. For non-exempt employees that rate shall be at the rate of one-and-one half your regular hourly rate. Overtime pay is only paid for hours actually worked in a workweek. This rule excludes time (even if paid) for holiday, vacation or sick/personal leave.

Pay Dates

All exempt salaried employees are paid monthly on the last working day of the month for work performed during that month. Non-exempt employees are paid bi-weekly on Friday for work performed during the previous two-week pay period.

Paychecks will be deposited directly to a checking or savings account at the financial institution designated by the employee. Access to your Earnings Statement (pay advice) is available by logging into Self Service.

Earnings Statements provided for each pay period will include the following: (i) the number of hours worked during the pay period, (ii) the rate of pay, (iii) show gross compensation for the pay period, and (iv) the deductions which are required to be made from your earnings, such as federal and state income taxes (withholding taxes), FICA (Social Security), legal garnishments and federal income tax liens. All other voluntary deductions for the pay period, which the employee has expressly authorized in writing, such as for optional insurances, spending account contributions, credit union deposits, charitable deductions, and other employer approved programs will also be reflected on the Earnings Statement. All monies due the College upon termination will be deducted from the employee's final paycheck.

Errors in Pay

We make every effort to ensure our employees are paid correctly. Occasionally, however, inadvertent mistakes can happen. When mistakes do happen and are called to our attention, we promptly will make any correction that is necessary. Please review your pay stub when you receive it to make sure it is correct. If an error does occur, promptly tell your supervisor or contact the payroll department at extension 2014. He or she will obtain the correct information for you and, if an error is found, the adjustment will be made on the next payday.

Inclement Weather Pay Policy

During periods of inclement weather that result in the College opening late, closing early, or being closed all day, the following inclement weather pay policies apply.

- If an employee has a pre-approved vacation, sick or personal day on an inclement weather day, then that employee will receive inclement weather pay in lieu of the previously approved leave.
- Employees out on an approved leave of absence (FMLA, STD, LTD, etc.) are not expected to report.
- If it is an employee's first day of work, non-essential employees will be paid inclement weather pay. Essential employees are expected to report.
- If it is an employee's last day of work, non-essential employees will be paid inclement weather pay. Essential employees are expected to report.

In the event of inclement weather on a non-academic day (like a weekend or summer day) when no formal decision is announced, the following standards will be used to determine whether the Inclement Weather Policy, and its pay practices, are in effect.

- If all campus activities are cancelled, then it is assumed that we have entered a college closing and inclement weather pay policies are in effect.
- At the discretion of the College, if Virginia is in a state of emergency and our geographic area is affected, we may enter a college closing and inclement weather pay policies are in effect.

Salaried personnel

If inclement weather results in the College opening late, closing early or being closed all day, salaried personnel will be paid for a full day, whether they work a partial day or not at all. It is expected that salaried personnel will use discretion in making up hours or working from home, if needed, to keep assignments on track.

Non-Exempt Essential Personnel

Non-exempt employees classified as essential personnel (Campus Safety, Health Services, Residence Life, Dining Services (excluding Cavern, Catering, and Rooney's Brews), Housekeeping, Grounds, and Plant) are required to report to work during inclement weather closings. These days are considered regularly scheduled work days. Accordingly, this policy works in conjunction with the Attendance Policy, Paid Holidays policy, and all other policies governing pay practices, including those for break and meal periods.

- If inclement weather results in the College opening late, closing early, or being closed all day - essential personnel will be paid at their regular rate for hours worked. Overtime will apply if the hours worked are greater than 40 for the week.
- Essential personnel who report to work will also receive inclement weather pay on top of all hours worked, effectively resulting in 'double time' for hours worked. Inclement weather pay is always paid at the normal rate and does not count towards the accumulation of overtime hours.
- Essential personnel who do not report to work do not receive inclement weather pay and will be expected to use vacation or personal leave to cover the hours missed. Sick leave may only be used if the employee was sick on that day. A doctor's note may be required to verify sick leave requests.

- If an inclement weather day is the scheduled day before, on, or after a holiday and an employee does not report and does not have enough accrued leave available to cover all scheduled hours, the employee will lose holiday pay.
- Essential personnel attempting to come to work timely and who clock in late will receive inclement weather pay and will not have the tardy count against them for attendance purposes.
- If an employee is not scheduled to work on an inclement weather weekday, then the employee does not need to report and does not receive inclement weather pay. This includes employees on a pre-approved vacation or personal day.
- On weekends where we have entered an inclement weather closure and for those departments not normally scheduled to work over weekends (such as Grounds, Housekeeping, and Plant), if essential personnel are needed, the supervisor will determine the need and contact employees to report.

Examples:

Example 1 - College has a delayed opening on Wednesday and opens at 10:30 a.m. Essential personnel report at 6:00 a.m. These individuals will be paid 4.5 hours of double time. If the employee works their normal schedule the remainder of the week they will reach overtime status sometime Friday (or Saturday). Hours should be keyed in the AE time clock system as 4.50 hrs. code "HL".

Example 2 - College closes early at 3:00 p.m. on Friday because of snow. Essential personnel work until 6:00 p.m. These individuals will receive 3 hours of double time and if they have worked their normal schedule they will receive overtime pay for the hours worked over 40 which will basically result in double time and a half for the 3 hours. Hours should be keyed in the AE time clock system as 3.00 hrs. code "HL".

*Example 3 - It snows Thursday night, but the College operates on its normal schedule on Friday. Essential personnel receive their normal pay. If they come in early to clear sidewalks they receive their normal pay and may be eligible for overtime **if** the hours physically worked for the week exceed 40 hours.*

Example 4 - It snows Friday night and weekend activities continue on normal schedule. Essential personnel who work will receive their normal pay plus any applicable overtime.

Example 5 - Extreme weather conditions hit the Valley and disrupt weekend activities at the College. Essential personnel may be eligible to receive inclement weather pay.

Additional Provision for Non-Exempt Campus Safety Personnel

Due to the shift structure of Campus Safety personnel, if the scheduled shift crosses in to or out of the time the college is closed, all shift hours will be eligible for inclement weather pay.

Non-Exempt Non-Essential Personnel

Non-essential personnel who are unable to report to work will be paid a full day of inclement weather pay. Employees working part of a day will be paid a combination of time worked plus inclement weather pay to equal their scheduled day. *Only if a non-essential personnel is required by their supervisor to report, effectively making them essential, is the person eligible for a full day of inclement weather pay, on top of the hours worked.*

CHAPTER 6 – TIME OFF BENEFITS

Paid Holidays

The College observes certain important days each year as paid holidays. These days are looked upon as days of historical and religious importance. All full-time and part-time regular employees who qualify will be given paid time off for these days. Though subject to adjustment each year, these days usually are:

New Year's Day (1 or 2 days)
Good Friday (1/2 day)
Memorial Day
Independence Day
Thanksgiving (2 days)
Christmas (4 or 5 days)

A definitive list of College holidays is posted annually on the College website at:
http://www.roanoke.edu/inside/a-z_index/human_resources/staff_holidays

Temporary employees may receive proportional pay for those holidays which fall during the course of their employment. If you are a full-time or regular part-time employee and you work on a holiday, you will be given a paid day off within the same pay period. Department heads are responsible for scheduling holiday work.

To be eligible for a paid holiday, you must work your full, regularly scheduled work day which precedes the holiday, the holiday itself (if scheduled to work), and that which follows the holiday unless your absence has been taken as pre-approved vacation or personal leave, or as a sick day substantiated in writing by a physician. If an employee is on an approved Short Term Disability or Family and Medical Leave, holiday pay will be given.

Vacation

The College believes that each employee should have a time of rest and relaxation each and every year. Vacation with pay is one of the ways we show our appreciation to you for your length of service and performance. Vacation is a benefit and not a form of earned wages.

Vacation is granted to all non-exempt employees according to the following schedule:

Two (2) weeks after one (1) year of service
Three (3) weeks after five (5) years of service
Four (4) weeks after fifteen (15) years of service

Exempt employees receive three weeks of paid vacation during their first five years of employment. After the fifth year, they receive four weeks of vacation per year. Leave balances are available through Self Service.

Several rules govern the vacation accrual system:

1. New employees begin accruing vacation immediately and there is no waiting period to use leave. Leave only accrues while qualifying employees are in an active, working, pay status (including paid leave) for their primary College employment.
 - a) Vacation leave does not accrue during unpaid leave.
 - b) Vacation leave does not accrue based on supplemental employment arrangements such as adjunct teaching or holding additional employment at the College.
 - c) Vacation leave may only be used for the employee's primary employment at the College.
 - d) Negative vacation leave accruals are not permitted.
 - e) When requesting leave, an employee may request to use all available balances up to, but not including, the vacation accrual earned through the pay period in which the vacation is requested.
2. Employees must work at least one-half of a pay period in order to accrue vacation during that pay period. For this purpose, paid vacation or sick/personal leave count towards the one-half requirement; unpaid leave of any kind does not.
3. Employees may build vacation leave up to one and one-half times their rate of earning. For example, an employee earning vacation at the rate of two weeks per year may accrue up to three weeks of vacation (2 multiplied by 1.5 equals 3). When maximal accrual occurs, employees will cease to accrue additional vacation time. It is important, therefore, to use vacation before reaching maximum accrual.
4. When an employee has reached five or fifteen years of service, the rate of vacation being accrued will increase on the first day of the month following the employee's anniversary date.
5. Vacations must be scheduled in advance, with the approval of the supervisor. Different departments have different peak periods of activity; thus each department may establish policies for vacation usage as it deems necessary.
6. Supervisors must ensure employees have enough leave to cover their request and that the leave is being requested in accordance with the guidelines of this policy.
7. Non-exempt staff must report vacation on their time card or time sheet. Exempt staff must report vacation using the Leave Submission Form found on the Human Resources webpage. Vacation should be submitted in advance when foreseeable or immediately upon return to work.
8. Vacation pay in lieu of taking vacation is not permitted. This includes using a combination of hours worked and vacation leave that equals to more than your scheduled day or recording vacation leave on a non-scheduled work day.
9. Employees who leave the College in good standing, who have served continuously for one year and who have given proper notice (defined in Chapter 10), will generally be eligible to receive pay for all accrued vacation. Otherwise, since vacation is a form of benefit and is not considered earned wages, the employee has no right to be paid out accrued, but unused vacation when their employment terminates.

Sick and Personal Leave

Sick and personal leave are accrued in the same leave bank. Eligible employees will accrue this benefit on a pay-period basis, at the rate of one day per month, with a maximum of 30 days of leave time (225 hours for employees who work a 7.5-hour day and 240 hours for employees who work an 8-hour day). For example, an hourly employee working eight hours per day will accrue 3.69 hours of sick/personal leave per pay period. A monthly employee working 7.5 hours per day will accrue 7.5 hours of sick/personal leave per pay

period. Limited leave benefits are available to part-time regular employees at a rate directly proportional to their full-time equivalency. Employees may view leave balances in Self Service.

While these leaves are accrued together and share some common acceptable usage provisions, others vary depending upon the type of leave being requested. The common provisions include:

1. Accruals of sick/personal leave begin upon hire and there is no waiting period to use leave.
2. Leave does not accrue during unpaid leaves and is pro-rated if less than the full pay period is worked.
3. Negative balances are not permitted.
4. Leave does not accrue based on supplemental employment arrangements such as adjunct teaching or holding additional employment at the College.
5. Leave may only be used for the employee's primary employment at the College (the position that is earning leave accruals).
6. When requesting leave, an employee may request to use all available balances up to, but not including, the accrual which may be earned through the pay period in which the sick/personal leave is requested.
7. Leave requests should be directed to your supervisor for each day and requested in advance, when foreseeable, but never any later than the scheduled reporting time. Approval of leave should never be assumed; supervisors have the authority to approve or deny all leave requests. Failure to provide adequate notice forfeits the eligibility to use this leave.
8. Upon termination, an employee will not be paid for any accrued but unused sick/personal leave.
9. Non-exempt employees should record sick/personal days on the time sheet or within Self Service. Exempt employees must report sick/personal leave using the Leave Submission Form found under Human Resources forms or Form Finder. Exempt personnel must submit leave by the 19th of a month in order for it to accurately display on that month's earnings statement.
10. If you have a sick/personal day previously scheduled, and the college closes unexpectedly (i.e. inclement weather), you will only be required to use sick/personal leave for the hours the college was open.

Sick leave

Sick leave is a benefit the College provides for your welfare and protection should you become sick or injured.

1. A physician's note with approval to return to work at the College is required for any sick absence of three days or more, and is required for days missed immediately before or after a scheduled holiday or vacation day. Additionally, Supervisors may require a physician's note at their discretion for any absence, of any duration.
2. Should an illness span a paid holiday, you must use paid sick leave for both the day preceding the holiday and the day following the holiday in order to receive pay for the holiday. Employees who have used all accrued sick leave and are thus on unpaid leave will not receive holiday pay.
3. If the condition and absence qualifies for the Family and Medical Leave Act (FMLA), and an employee chooses to use accrued sick leave instead of applying for FMLA, by

law the College must designate the absence as FMLA and run FMLA concurrently with the sick leave.

4. Available sick leave balances may be used in conjunction with FMLA and for pay during the elimination period for Short Term Disability (STD).
5. Ordinarily, illness during vacation is not counted as sick leave. However, if any employee has a serious accident or extensive illness which destroys the intended benefit of the vacation, the supervisor should discuss the matter with the Human Resource Director to consider whether sick leave should be granted, and part or all of the vacation rescheduled.

Personal leave

Personal leave may be requested for two things: immediate family illnesses (immediate family is defined in the Bereavement Policy) or to attend to personal affairs which cannot be accomplished outside an employee's normal working hours. Examples would include taking your pet to the vet, parent/teacher conference, or waiting for a cable TV installer. Personal days are **not intended** to be used as additional vacation, but to provide more flexibility in utilizing earned leave for absences which are not related to vacation or personal illness.

1. Employees who have a need to use consecutive days of personal leave must request and receive approval in advance from their supervisor. Only in rare circumstances will personal leave be approved for more than 3 consecutive days. (For example, flash flooding of the employee's residence that required substantial cleanup.)
2. Supervisors may request information and/or documentation when an employee requests leave, and should expect such a request when asking for consecutive days of personal leave.
3. In situations where usage may conflict with the College's Family and Medical Leave policy, the FMLA policy will prevail.
4. Less than 12 month employees may not use personal leave during the summer or other periods of time in which they are not scheduled to work.

Family and Medical Leave

In accordance with The Family and Medical Leave Act of 1993, as amended, the College provides the following benefit within the general guidelines listed below. The college is required to designate FMLA qualifying leaves as such, whether or not the employee wishes to use FMLA. For example, employees with enough sick leave to cover an extended absence will still have FML leave designated per federal law.

A. Reasons for Taking Leave

1. Care of an employee's child (birth, adoption or foster care);
2. Care of an employee's spouse, son, daughter or parents who has a serious health condition; and/or
3. For a serious health condition that makes an employee unable to perform the essential functions of his or her job, whether or not the employee has accrued sick leave to cover a qualifying absence.
4. For "any qualifying exigency" arising out of the fact that the spouse, son, daughter, or parent of the employee is on active duty, or has been notified of an impending call to active duty status, in support of a contingency operation. Examples of qualifying exigencies are:
 - Short notice deployment;

- Military events and related activities;
- Child care and school activities;
- Financial and legal arrangements;
- Counseling;
- Rest and recuperation; and
- Post-deployment activities.

B. Eligibility Requirements

An employee must be employed by the College at least one year and have worked at least 1,250 hours during the previous 12 months.

C. Length of Leave

1. Twelve weeks of Family Medical Leave Act (FMLA) leave in a rolling 12-month period measured backward from the date an employee uses any FMLA leave.
2. Up to 26 weeks of leave in a single 12-month period to care for a service member who is recovering from a serious illness or injury sustained in the line of duty on active status. During the single 12-month period described in paragraph 2, an eligible employee shall be entitled to a combined total of 26 workweeks of leave under paragraphs 1 and 2. Nothing in this paragraph will limit the availability of leave under paragraph 1 during any other 12-month period.
3. Employee's entitlement to FMLA leave for birth or placement of a child expires 12 months after the birth or placement of the child. The new parent may not take intermittent leave or work a reduced schedule unless specifically approved by the College.
4. An employee may take intermittent leave or may work a reduced leave schedule due to health or health care reasons when medically necessary.
5. Outside employment is not permitted while an employee is out on FMLA leave, and may result in disciplinary action including termination.

D. FMLA Leave for Spouses Employed by the College

1. In any case in which a husband and wife are both entitled to leave, the combined total number of workweeks of leave both may take is limited to 12 workweeks during a 12-month period, if such leave is taken for the birth or placement of a new child or to care for a sick parent.
2. The combined total number of workweeks of leave that a husband and wife may take is limited to 26 workweeks during the single 12-month period if the leave is to care for a service member or is a combination of caring for a service member and for the birth or placement of a new child or to care for a sick parent.

E. Advance Notice and Medical Certification

1. An employee must provide a minimum of 30 days advance notice when the leave is foreseeable or where unforeseeable as much advance notice as is practicable.
2. Thirty days advance notice or such notice as is otherwise practicable of intent to take leave is required for: the expected birth of a child; the expected placement of a child for adoption or foster care; and personal medical treatment or medical care of a qualified family member.
3. The College will require certification to support a request for leave. The College will similarly require a fitness-for-duty certification to return to work.
4. The Certification must be returned within 15 days. Failure to return the Certification in a timely fashion may result in the delay or denial of the leave.
5. Employees will be required to re-certify the health condition from time to time such as when the employee requests or requires an extension of the leave, if the circumstances of the leave change, or for other justifiable reasons.

6. The College reserves the right to require, at College expense, a second Certification by a different health care provider to verify the existence of a serious health condition. If the first and second Certifications differ, the College may require a third Certification at College expense by a health care provider jointly selected by the two previous health care providers. The third Certification will be binding.

F. Job and Benefit Protection

1. Upon return from an approved FMLA leave, an employee will be restored to his or her original or an equivalent position with equivalent pay and benefits as prescribed by the Act.
2. For the duration of FMLA leave, the College will maintain an employee's medical insurance coverage under the same conditions and coverage level which would have been provided if the employee had continued working. If an employee is currently covered under the College's health benefits plan, these benefits will be maintained during the approved FMLA leave. Employees will be required to pay their portion of all benefit premiums on a monthly basis. Payment must be received by the Human Resources Department no later than the 20th day of the month. Non-payment of more than 30 days may result in termination of coverage.
3. Employees on FMLA leave will not lose eligibility/entitlement to any benefits/employment programs accrued prior to the day the leave commenced.
4. Additional leave will not accrue during any unpaid portion of an FMLA leave. Pay for holidays will not be granted during period of unpaid leave.

G. Paid and Unpaid FMLA Leave

1. When an employee is granted FMLA leave, he or she shall be required to use available accrued paid time off (sick/personal or vacation) to cover the first five days, up to 40 hours. An employee on FMLA leave may, if so desired, elect to request the use of additional accrued paid time off beyond the initial five days. If the accrued paid time off balances are insufficient, then an employee's FMLA leave will be without pay, unless the leave also qualifies for short term disability (STD) benefits.
2. An employee who is granted FMLA leave due to his/her own serious medical condition, may apply for STD benefits. If the condition qualifies, there is a two week waiting period before STD benefits begin.
3. If a paid College holiday falls during an employee's approved FMLA, the employee will receive holiday pay for that day.
4. If an employee returns from FMLA leave without exhausting their 12 week entitlement, and in the future needs a new period of FMLA leave for the same or another qualifying condition, there will be a new requirement to use accrued paid time off up to 40 hours in connection with this the new grant of FMLA leave.
5. If an employee is granted intermittent FMLA leave for his/her own serious health condition, the employee will be required to use up to at least 120 hours of accrued sick/personal leave to cover the unworked time, and additional accrued paid time off may be substituted to cover the unworked time at the employee's election. If the employee is granted intermittent FMLA leave for any other qualifying condition, then the employee will be required to use up to 40 hours of accrued personal leave, and may request the use of accrued vacation to cover the unworked time at the employee's election. (Sick leave can't be used for health problems of other family members, only personal leave or vacation may be used.)
6. In all cases, the use of any accrued paid time off by the employee (whether required or voluntarily elected) as well as the period of time during which STD benefits are paid, shall not delay or extend the twelve weeks of FMLA leave, but instead these periods of paid time shall run concurrently with the FMLA leave. All requests to use

accrued time off (sick/personal or vacation) beyond the time required to be used, shall be subject to the requirements of those policies.

H. Return to Work

1. All employees on FMLA leave must notify his/her immediate supervisor at least 4 days prior to returning to work.
2. All employees who are on FMLA leave for their own serious health condition must submit a release to full duty without restrictions report from their doctor to Human Resources before returning to work consistent with the FMLA.
3. Upon return from an approved FMLA leave, an employee will be restored to his or her original or an equivalent position with equivalent pay and benefits.
4. Certain "key employees" may be denied job restoration at the conclusion of the leave.
5. Failure of an employee to return to work after the exhaustion of leave will be addressed in accordance with the College's disciplinary procedures.
6. If an employee is unable to return to work at the conclusion of the FMLA period but desires to continue in the employment, he/she must contact Human Resources prior to the end of the FMLA leave to advise the College of his/her status and the reason he/she is unable to return. The employee must cooperate with any requests from the College as it evaluates any request for extended unpaid leave.

I. Initiating a Request for FMLA Leave

As soon as an employee is aware of the possibility of an FMLA leave request, the matter should be discussed with Human Resources and the employee's supervisor.

Funeral Leave

Employees may arrange, through their supervisor, for funeral leave in order to make necessary arrangements, attend the funeral or handle other affairs immediately associated with a family funeral. Up to three days of funeral leave may be taken for a member of your immediate family. Immediate family for this policy consists of spouse, children, brothers/sisters, parents, grandparents, grandchildren, parents-in-law, grandparents-in-law, son/daughter-in-law and brothers/sisters-in-law. These days need not be taken consecutively but must be taken within one month from the date of passing. One day off with pay will be granted to allow employees to attend funerals for other family deaths should the funeral fall on a scheduled workday. If the funeral does not fall on a scheduled work day, no funeral leave pay will be paid.

Jury Duty/Court Appearances

Jury duty is a civic responsibility which should not be avoided. The College encourages its employees to perform jury duty service whenever requested. Full-time and part-time regular employees who are summoned to jury duty will be paid during their active periods of jury service. Such employees are permitted to retain the allowance received from the court for jury service. Temporary employees are given time off without pay for jury duty and are permitted to keep allowances received from the court. All employees are expected to return to work on any day that jury service takes less than their scheduled working day. However, no employee who serves four (4) hours or more, including travel, on jury duty will be required to start any work shift that starts between 5:00 p.m. on the day of jury service and 3:00 a.m. the next day.

Court appearance leave, with pay, may be granted when an employee has received a summons to appear in court as a witness. Employees needing time off for a court appearance must request, in writing to his/her supervisor, court appearance leave. Each case will be reviewed by the supervisor and Human Resources immediately.

To qualify for jury duty leave or to serve as a witness, employees must submit to their supervisor a copy of the summons or the subpoena as soon as the summons or subpoena is received. In addition, proof of service must be submitted to the supervisor when the period of jury service or witness duty is completed.

The College will make no attempt on an employee's behalf to have jury service postponed unless an emergency situation at the College requires such action.

Domestic Violence Leave

Except as noted, an employee who is a Victim (defined) of a crime of domestic violence shall be granted time off from work without pay to be present at all criminal proceedings related to the crime against that employee, so long as the employee provides the College with a copy of the form provided by the law enforcement agency. The term "Victim" applies if the employee is (i) the actual victim, (ii) is the spouse or child of the actual victim, (iii) the parent or legal guardian of the actual victim who is a minor, or (iv) the spouse, parent, sibling or legal guardian of such person who may be physically or mentally incapacitated. The criminal proceedings covered are the initial appearance, hearings regarding bail, the trial, plea hearings, sentencing and probation. A request for time off under this policy will be approved, unless the College determines that granting the time off will create an undue hardship for the College. An employee granted unpaid leave under this policy, s/he may use accrued personal leave to cover missed time.

Election Leave

An employee who serves as a member of a local election board, as an assistant general registrar, or an officer of election is eligible for an unpaid leave of absence to serve at a polling place on election day, and/or at a meeting of the election board following the election to ascertain the election results, provided the employee provides at least one week prior written notice. No employee who serves four (4) hours or more, including travel, on the day of service shall be required to start any work shift that starts between 5:00 p.m. on the day of service, and 3:00 a.m. on the next day. The employee may, but is not required, to use accrued personal leave during election leave.

Military Leave

Military leaves of absence will be granted without pay for regular full-time employees with subsequent reinstatement provided in accordance with applicable law. While in the service, you will not accrue vacation or sick/personal leave.

If, as a full-time employee, you are a member of a military reserve unit and subject to the annual two-week encampment, you will, upon presenting the military pay vouchers, receive the difference between what you receive from the government and your normal pay, if the latter is greater.

Unpaid Leaves of Absence

Certain circumstances may arise which require a leave of absence (LOA) without pay which does not fall within the Family and Medical Leave Act (FMLA), sick/personal leave, STD or LTD benefits. Roanoke College offers employees the option to request an unpaid leave of absence (LOA) for personal reasons, medical leaves, or military service. Unpaid LOAs may be granted for a period not to exceed 26 weeks and require the recommendation of your supervisor and approval of your divisional Vice President. All personal, unpaid leaves are approved at the discretion of the College. Before requesting a leave, employees should understand the following provisions.

- The employee must have exhausted all accrued vacation, and sick/personal leave, in accordance with those policies permissible use requirements, before beginning leave. If an employee is requesting LOA for ongoing but non-consecutive personal medical treatments for themselves or a qualifying family member, such as chemotherapy, the College will consider intermittent leave requests. Otherwise, employees may only request a continuous range of leave dates.
- Employees may not request more than two unpaid leave of absences in a rolling 12 month period measured backward from the date an employee begins a leave of absence. Total usage of both leaves may not exceed 26 weeks.
- Employees are not eligible for holiday pay and do not accrue sick/personal or vacation leave during unpaid LOA.
- The College will make an effort to hold an employee's job while the employee is on unpaid leave or offer the employee a comparable position when returning from the leave. Returning to the same position is not guaranteed.
- Roanoke College will pay its portion of the cost of the employee's benefits while an employee is on LOA. The employee must continue to pay his or her portion of the benefits which must be submitted to Human Resources each pay period, unless other arrangements have been made.
 - If the employee fails to pay his or her portion of the benefits for more than 30 days, the employee's coverage(s) will be terminated and he or she will be offered COBRA to continue benefits.

Each leave request must be in writing and addressed to your supervisor, outlining the reasons for the leave request and the time period needed. Your supervisor, along with Human Resources and the divisional Vice President, will consider the merits of your request. An employee must provide 30 days' advance notice when the need for the leave is foreseeable. If the absence is not foreseeable, the employee must provide notice to his or her immediate supervisor as soon as practicable. Physician certification may be required, depending upon the reason for the leave request. If your request has been approved, your record of continuous service is not broken provided you return to work at the time agreed upon. Failure to return on the day of expiration of the leave will be considered as a voluntary resignation.

Leave of Absence for Study Purposes

Leave for study purposes may be granted to those full-time exempt staff members of Roanoke College with five or more years of service at the institution. This program is intended to be used for the professional advancement of the employee and is not to be used

as a vacation or as leave with pay to allow a staff member to take another job during this period.

Selection - The applicant must have at least a bachelor's degree. Application for these leaves shall be submitted to the Cabinet level officer who supervises the applicant, via the Department Head, if applicable. Final approval will be by the Executive Committee of the Board of Trustees upon the recommendation of the President. Selection will be based on:

- Submission of an acceptable program of study for the period for which aid is requested.
- Excellence in job performance.
- A plan for the continued uninterrupted operation of the office or department during the period of absence.
- Recommendation of the departmental head (if acceptable) and the cabinet officer who supervises the applicant.
- Evidence of professional activity and competence.
- A demonstrated professional attitude and dedication to the ideals of the college.

Availability - There shall not be more than one such leave per fiscal year for the institution.

Stipends - Stipends for this program will be authorized in the form of a pay advance. If the grantee returns to the college, one-half of the stipend will be forgiven for each year of the two years immediately following the termination of the leave of study. If the grantee should not return to the college by his or her own choice, he or she would be liable for the full amount of the advance plus nine percent annual interest. Stipends for this program could be paid at the end of each month during which the leave is granted and will represent half pay for up to nine months or full pay for up to four months. Consideration for the renewals of a study leave in part or in total may be given if additional time is requested by the grantee. The stipend in this sense is based on the previous fiscal year's salary.

Obligations - In addition to the financial obligation outlined under Stipends, it is noted that the grantee is expected to pursue a full-time study program. During this period he or she may not accept a paid assignment but may accept research grants, graduate fellowships, or consulting fees for work associated with this program.

Application Dates - Application for the grants should be made at least nine months prior to the time that the grant is to commence. Notification of the approval or disapproval of the grant application should be made no later than four months after submission.

CHAPTER 7 – BENEFITS

Roanoke College is committed to providing full-time and eligible part-time regular employees with a comprehensive benefits package designed to afford you and your legal dependents with a measure of financial security in the event of illness, injury, disability, retirement or unemployment. A list of benefits the College provides is below. For the most current list, visit the Human Resources web page.

- Medical Insurance Plan with Rx benefit
- Post-Retirement Medical Benefit (**See Appendix D**)
- Dental Insurance Plan
- Vision Insurance
- Long Term Care Insurance
- Continuing or Converting your Insurance Coverage
- Group Life Insurance
- Short-Term Disability Benefits
- Long Term Disability Insurance
- Section 125 flexible Savings Plans
- Employee Assistance Program
- Wellness Program
- Retirement Plan
- Unemployment Insurance
- Worker’s Compensation Insurance
- Social Security Insurance
- Coverage Continuation during Leaves of Absence
- Conversion of Group Plans (COBRA)
- Education Assistance Programs

Eligibility for coverage under these various benefits plans is determined by the employee’s date of hire in a full-time or part-time regular position, and the terms of the individual plans.

This section of the Employee Handbook lists features of these benefit programs; complete descriptions are available in the Summary Plan Description for each benefit plan located on the benefits website (<http://www.roanoke.edu/notices>). Nothing in this Handbook is intended to be a Summary Plan Description for any of these plans, and employees are directed to the formal plan documents for an accurate and complete description of eligibility requirements, benefits and the terms of each plan. In the event of any contradiction between the Summary Plan Description provided on a plan and the master plan documents, the master plan documents will govern in all cases.

The employee benefit plans currently offered by the College, and the terms of those plans are subject to change at any time. As a result, the College reserves the right to amend or terminate any of these employee benefit plans with or without prior notice or may require or increase employee premium contributions toward any of these benefits at its sole discretion. These reserved rights may be exercised even in the absence of financial necessity.

Medical Insurance

The College offers a comprehensive medical insurance plan. Under the current plan, the effective date of coverage will be the first day of the month following or coinciding with the employee's date of hire in a full-time or part-time regular position. The College and the employee currently share the cost of premiums and dependent coverage is available. The employee's portion of the premium is paid via payroll deduction and may be tax-sheltered through the "Premium Conversion" program.

Dental Insurance

The College currently offers two alternatives under the group dental plan. Under the plan, the effective date of coverage will be the first day of the month following or coinciding with the employee's date of hire in a full-time or part-time regular position. The College currently pays the premium for the employee under the low option plan. Dependent coverage and a high option are available with the employee paying the additional premium.

Life Insurance

The College currently provides employees with life insurance equal to one times the employee's annual salary rounded to next \$1,000 up to a maximum of \$200,000 and includes AD&D (accidental death and dismemberment) coverage. Eligibility is established in the same manner as for health insurance. Employees may purchase additional life insurance through payroll deduction, both for themselves and for eligible dependents. Supplemental insurance information is available in Human Resources.

Short Term Disability Benefits

All full-time and regular part-time staff will become eligible after six (6) months of service for Short Term Disability Benefits. Short Term Disability Benefits begin following the Elimination Period which is 15 calendar days (10 work days) following an accident or illness. Regular sick leave is used to cover the Elimination Period. Vacation and unpaid leave may be used as necessary.

Upon verification by a physician that an injury or illness will extend beyond 15 calendar days, the College will currently pay full salary continuation up to 24 weeks (the duration of the Elimination Period for Long-Term Disability). Eligibility and approval of short-term disability benefits will be administered by a third party administrator. Benefits are paid through College payroll and are subject to normal tax and benefit deductions.

Long Term Disability Insurance

All full-time and regular part-time staff will become eligible after one-year of service to participate in a Long Term Disability Insurance plan currently offered by the College. The purpose of this plan is to provide assurance to you and your family of the continuation of an adequate income in the event you become disabled. The current Long-Term Disability plan will pay eligible employees approximately 60% (including Social Security benefits) of the base

salary until recovery, death, or attainment of retirement age, whichever occurs first. This plan also makes contributions to your retirement plan while you are disabled.

Under the current plan, the College will continue the employee's health and dental insurance benefits during Long-Term disability period to the extent provided by law and permitted by the insurance companies. The continuation of benefits coverage is administered through COBRA.

- Dependent coverage will be through COBRA at full cost to the employee.
- If an employee is employed less than five years when their active service ends, the continuation on the college's group health plan will be through COBRA at full cost to the employee.
- If an employee has five years or more of service when their active service ends, the continuation on the college's group health plan will be through COBRA at the existing employee cost share arrangement for employee only coverage.
- If an employee was employed prior to 12/31/1999, the HR department will review their eligibility under the post-retirement health benefit.

Continuing or Converting Your Insurance Coverage

When your employment with the College ends or when other "qualifying events" occur, employees who participate in the College's health insurance plan, and their eligible dependents, may have the right to continue to participate in the College's group health insurance plans for 18 to 36 months at their own expense. Your rights to continue your coverage is governed by a federal law known as "COBRA." Contact Human Resources regarding "COBRA" rights and benefits if you have questions.

You also have the right to convert your group life insurance policy to an individual policy upon termination of your employment.

Flexible Spending Account

The College currently offers a plan that allows eligible employees to establish a flexible spending account. Through this account, an employee may elect premium conversion and set aside pre-tax income to later be reimbursed for expenses not covered by the group health, dental, and vision plans, such as co-payments and deductibles. An employee may also set aside pre-tax income for dependent (daycare) expenses.

Employee Assistance Program

The College offers free, confidential, short-term counseling, crisis intervention, referral and follow-up services for employees and their families through Advantage Employee Assistance Program. The phone number is 540-989-6605 or 800-699-9396. Additional information is available in Human Resources.

Wellness Program

The College offers a wellness program available to benefit-eligible employees and spouses covered by the College's group health insurance plans. Benefits include access to a Wellness Coach for personal counseling, monthly educational seminars, annual health fair and a variety of other wellness activities. For more information, contact Human Resources.

Retirement Plan

Roanoke College sponsors a 403(b) defined contribution retirement plan through TIAA. The plan was established to provide financial security over and above your normal Social Security benefits. To establish eligibility, you must be a full-time or regular part-time employee. After one year of service in a regular position, the college will begin contributing a designated percentage of an employee's base salary and the employee has a 5% mandatory contribution. Employees who have prior 403(b) retirement plans may begin participating first of the month following employment.

Optional Employee Paid Plans

The College also currently offers, through payroll-deduction, a supplemental retirement annuities plan; a voluntary vision plan, long term care insurance, and optional life insurance for the employee, his/her spouse, and dependents.

Unemployment Insurance

Unemployment compensation is a benefit administered by the Commonwealth of Virginia from funds contributed by employers. If an employee becomes unemployed through no fault of your own, or does not voluntarily resign, then the employee will be eligible for benefits under this system. As an employee, you pay no part of the tax which provides you with this benefit. The entire cost is paid by the College.

Worker's Compensation Benefits

If injured as a result of work for the College, an employee may receive benefits under Virginia's Worker's Compensation Act (Act). The cost of these benefits is supported entirely by the College. If eligible for benefits, an injured employee will have all of his/her medical, hospital and surgical expenses related to the work-related injury paid, and if you miss time from work, you may also be eligible to receive a lost wage benefit that pays a portion of your pre-injury wages.

If you are injured on the job, you should report it to your supervisor so medical attention can be given and to insure that you receive the benefits which may be paid under worker's compensation. You must also make a detailed report to Human Resources within 24 hours of the injury, unless the injury prevents you from making this report.

Unfortunately, fraudulent worker's compensation claims continue to increase the cost for this benefit nationwide. All claims for worker's compensation insurance will be fully investigated. Any claims found to be fraudulent will be prosecuted to the fullest extent of the law and will result in immediate dismissal.

Social Security Insurance

Federal Social Security provides a variety of benefits including retirement payments, death benefits, disability insurance and monthly income payments to certain dependent survivors of covered employees. A percentage of your appropriate wage or salary is deducted as your contribution for this protection. The College contributes an amount equal to that deducted from your wage or salary. The Social Security programs are in addition to the benefit programs for employees administered by the College. Normally, you will be eligible to receive a monthly income from Social Security when you retire or become permanently disabled.

Coverage Continuation During Leaves of Absence

With regard to Family and Medical leaves of absence, the College will pay all group health and dental premiums normally paid by the College for a period not to exceed twelve weeks. With regard to unpaid leaves of absence which do not fall within the guidelines of the FMLA, the College will pay all insurance premiums normally paid by the College for a period of six weeks from the employee's last day of paid service. Should the employee remain on leave longer than the twelve or six-week period, the employee may continue as a member of the plans (in accordance with individual plan provisions) by paying monthly premiums to the College in advance.

Education Assistance Programs

Tuition Remission

The specialized knowledge one must have for a successful career can be effectively acquired through a planned program of study. Employees are urged to take advantage of the educational opportunities available. To assist in furthering their education, regular full-time and part-time employees are eligible for a remission of tuition fees for themselves, their spouses and their dependent children after one year of employment. **The employee must schedule courses which do not interfere with his or her regular schedule.** The remission rate is 100% of the cost per course unit. For complete details, please refer to **Appendix B**.

Tuition Exchange

Roanoke College also currently participates in exchange programs with other institutions. Thus, undergraduate tuition benefits for **dependent children** may be available with certain other schools. Exchange program information is available in Human Resources.

Staff Professional Development

Each division also budgets for the professional development of its staff. Occasionally, you may be afforded the opportunity to attend a seminar or workshop for which the College will pay. We encourage you to take advantage of these opportunities.

Tuition Reimbursement for Graduate Studies

Roanoke College currently offers tuition reimbursement to regular full-time staff employees who wish to pursue graduate studies in areas related to their current positions or that will prepare them for more advanced positions within the College. Degree programs must be agreed upon and approved in advance by the Division Vice President and the Director of Human Resources. Eligible employees may enroll in courses at any fully accredited college or university. Tuition will be reimbursed, up to the limits specified below, to eligible staff that meet all of the requirements of this policy and follow all of the procedures set forth below.

Eligibility

- All regular full-time employees who have completed one (1) year of continuous service are eligible to participate in Roanoke College's tuition reimbursement program. Employees may not apply for the program until the full one (1) year of continuous service has been completed.
- Continued eligibility and reimbursement is contingent upon full-time employment with Roanoke College and continued good performance.

Approved Programs/Courses

- Tuition reimbursement is available for courses offered by fully accredited colleges or universities. This includes independent-study, self-study, and on-line degree courses.
- Degree programs must be related to their current position or prepare the employee for more advanced positions within the College that have been agreed upon as a viable option for the employee.

Reimbursement

- Tuition will be reimbursed in accordance with this policy upon successful completion of courses, up to the following amounts:
 - \$2,000 per calendar year for each staff member for a maximum of three (3) years.
 - Reimbursement amounts for courses that begin in one calendar year but are completed in a subsequent calendar year will be calculated as part of the reimbursement limit for the year in which the course began. For example, reimbursement for a course that began in September 2019 and was completed in January 2020 will count towards the reimbursement limit for 2019.
- Employees must provide a copy of the receipt showing payment for the course(s).
- Employees must be on Roanoke College's payroll upon completion of their courses in order to qualify for tuition reimbursement. It is understood that for each year that an employee receives tuition reimbursement they will give a year of service to the College beyond the completion of the program. (example: If an employee receives assistance from the College each year of a 3-year program and they complete the program in May 2012, they are obligated to the College until May 2015) It is also understood that

should the employee leave the College, or are terminated for cause as determined by the College, before having completed their obligation in terms of service, they will be required to reimburse the College promptly the proportionate amount of the tuition benefit received. Monies not repaid to the College will be deducted from the employee's final paycheck to the extent allowable by law. If the employee does not promptly repay the College, the employee will be required to pay the College's legal expenses if it is required to go to Court to obtain the money owed to the College.

- Employees must provide documentation showing that they received a grade of C or higher for each reimbursable graduate course. If a course is offered only as "pass-fail," a passing grade must be obtained. If an employee has the option of choosing to be graded under either a "pass-fail" or a letter grade system, the letter grade system must be used. If no grades are given, the employee must provide proof of successful completion of the course.

PROCEDURES

Individual Courses

- An Application for Course Approval must be completed prior to course enrollment. Applications may be obtained from the Human Resources website. The application is to be completed by the employee and approved by Division VP. Approval must be obtained prior to enrollment in the program. Staff members must explain how the program will be beneficial to their current position or the overall mission of the College. Approved applications will be required for reimbursement at the end of the course.
- To receive reimbursement, the employee must submit a check request to Human Resources within ninety (90) days of course completion or within thirty (30) days of receiving his or her grade for the course, whichever is later, along with the following:
 - An itemized receipt showing the amount of tuition actually paid by the employee. Amounts covered by grants or scholarships are not reimbursable and will be deducted from tuition amounts before any reimbursement is paid by the College.
 - An official transcript showing the grade for the course.
 - The original Application for Course Approval form signed by the employee's Divisional VP.

Degree or Certificate Programs

- An Application for Program Approval must be completed by employees and approved by their Divisional VP. Forms may be obtained from the Human Resources website. Employees must attach copies of their program curricula to their applications prior to submitting the applications to their VP.
- Applications approved by the VP must be submitted to the Director of Human Resources for approval. Copies of the program curricula must still be attached.
- Once a program has been approved by an employee's VP and Human Resources, the employee must follow the procedures outlined above under "Individual Courses" for each course he or she wishes to take.
- A copy of the approved Application for Program Approval must be submitted with each Application for Course Approval.
- A copy of the approved Application for Program Approval must also be submitted for reimbursement.

Course-work must be completed outside of the employee's normal working hours unless otherwise approved by the VP and the Director of Human Resources.

EXCEPTIONS

- This policy covers tuition only. Costs for books and fees will not be paid by the College.
- Roanoke College reserves the right to deny any Application for Course Approval or Application for Program Approval.
- Roanoke College reserves the right to limit the number of approved programs in process at one time.
- Roanoke College reserves the right to modify or cancel its tuition reimbursement program at any time, with or without notice to employees.

CHAPTER 8 – DISCIPLINARY PROCEDURES

Disciplinary action is taken, when necessary, with the intent of correcting and improving performance. Nothing in this Chapter changes or intended to alter the “at will” employment relationship that exists between the College and every employee.

The College normally tries to use "progressive discipline" for performance and minor conduct issues where penalties are increasingly imposed according to the severity and/or repetitiveness of an offense. The College uses both a Verbal Written Corrective Action Notice and a Written Corrective Action in disciplinary actions, both of which will be reviewed with an employee upon preparation. It is hoped that a verbal notice will be sufficient to correct a problem. If this is not the case, a written warning follows, and may be accompanied by probation and/or suspension without pay. Serious violations (as determined by the College) may necessitate a suspension or termination as a first step. Continued poor performance after suspension or during probation may also lead to termination.

In most cases where disciplinary action is taken, the employee will be given the opportunity to explain his or her side of the case. A section for the employee's comments on the action is provided on the Corrective Action Notice Forms. Disciplinary action appeals must follow the Dispute Resolution Procedure outlined in Chapter 9, however, the process may not be used to challenge verbal disciplinary warnings, coaching actions, performance feedback or performance review related concerns.

The violation of some policies or procedures is so extreme that immediate dismissal is the only reasonable remedy. An employee may be dismissed without prior notice for the following:

1. Intimidation, unlawful harassment or interference with the rights of students or other employees including any retaliation against any person who exercises his or her rights.
2. Violation of the College's nondiscrimination or anti-harassment policies, including acts that violate Title IX of the Higher Education Amendments of 1972, as well as its implementing regulations (34 CFR 106), Title VII of the Civil Rights Act of 1964, as amended or the College's prohibitions against Sexual Misconduct.
3. Gross negligence or carelessness which results in personal injury, monetary or property damage or other negative impacts on the College.
4. Gross insubordination - refusing to accept a reasonable job assignment which, if not done, could cause personal injury or property damage.
5. Dishonesty - to include thefts (including embezzlement) as well as falsification of records, such as the application for employment, time records or other College records.
6. Intoxication - under the influence of alcohol or drugs while on the job.
7. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance while on College premises or during the conduct of College business is prohibited and may result in immediate dismissal. Law enforcement authorities will be notified of the facts and circumstances concerning any illegal activity.
8. Failure to respect the confidential nature of College records, payroll information or information about students and/or employees, including disclosure of confidential information to unauthorized individuals.
9. Disorderly conduct - including abusive or profane language, immoral conduct, fighting and threat or use of personal violence.
10. Possession of a deadly weapon on campus or in the workplace.
11. Excessive absenteeism or tardiness or leaving work without authorization.

12. Job abandonment (3 consecutive work days missed without notice).
13. Misuse of College funds, including improper and unauthorized use of College credit cards.
14. Violation of any and all acceptable computer use policies and procedures.
15. Violation of NCAA regulations or guidelines.
16. Gross misuse, damaging, or destruction of College property, including vehicles, tools, equipment, etc.
17. Any other act or circumstance which, in the judgment of management, is harmful or detrimental in any way to the morale, safety or health or work environment of any other employee or the operation of the College or which otherwise requires discipline or termination in the best interests of the College.

None of us can ever foresee all of the possibilities, and the above list is meant only as an example for our common guidance. Moreover, this list is not intended to limit or restrict the College's right to exercise its right to end the employment of any employee "at will" with or without "cause" and without providing progressive discipline at any time.

CHAPTER 9 – DISPUTE RESOLUTION PROCESS

Employee disputes are best resolved informally directly between an employee and the supervisor. However, Roanoke College recognizes that there are situations when a formal process may be beneficial and additional perspectives may be needed to review a dispute. Successful resolution of a dispute requires an open and honest exchange of information, a willingness to see a situation from a different perspective, an appreciation for the challenges and expectations of the jobs of both the employee and the manager, appropriate use of flexibility and an understanding of the business needs of the institution.

The purpose of this policy is to provide an opportunity for the staff of the College to internally resolve disputes arising out of issues concerning formal written disciplinary action as well as the termination of employment. There will be no retaliation against any employee who initiates or participates in this process.

The goal of the dispute resolution process is to exchange and review information in order to determine whether disciplinary action, including termination of employment or other application of policy should be changed or rescinded.

This policy does not apply to or include concerns regarding the specific content of performance feedback, a written performance review, or verbal coaching or warnings. However, this dispute resolution process is available if an employee believes there was a procedural flaw related to a Performance Improvement Plan. A procedural flaw relates to process, not content of the plan (performance expectations and examples) or feedback from the supervisor. Examples of a procedural flaw would include if an employee received the written performance plan by e-mail and the manager did not have a conversation with the employee or if the written performance plan did not include the areas of performance that need improvement.

Process Not Applicable for EEO, Unlawful Conduct or Sexual Misconduct Complaints

If the dispute or concern relates to a potential violation of the College's EEO policy (the Prohibition Against Discrimination, Harassment or Retaliation), the Sexual Misconduct & Title IX Policy, or other potential unlawful conduct by a College employee, the employee is directed to follow the procedures applicable to such policies.

Procedure

The dispute resolution process provides opportunities for the exchange of information between the concerned employee and members of management.

The first step in the dispute resolution process is a meeting between the employee and immediate supervisor to determine if they can resolve the issue. In the event the employee and the supervisor are not able to resolve the dispute, the employee has the option to request a meeting with Human Resources to facilitate a conversation with the employee and the supervisor. There may be circumstances where HR is able to assist the employee and manager in finding a resolution, before additional levels of management are involved. The process may then continue, as needed, to a departmental review and an executive review.

This process will include in-person meetings and a review of any related documentation to ensure a full understanding of the facts and circumstances and to provide clarification on any issues. As appropriate, written decisions will be provided at the conclusion of the steps for departmental review and executive review.

Employees utilizing this process may not be represented by an attorney at any of the internal proceedings nor may a recording device be utilized.

Eligibility and Use of Dispute Resolution Process

All staff employees (except temporary staff) who have completed their initial try-out (introduction) period are eligible to use the Dispute Resolution Process.

It may be used to appeal actions involving formal disciplinary written warnings, final warnings, suspensions and termination of employment. The process may not be used to challenge verbal disciplinary warnings, coaching actions, performance feedback or performance review related concerns.

Participants who are disruptive during the process (e.g., using threatening behavior) or refuse to abide by the guidelines established in the policy will forfeit their opportunity to participate in the internal process. Failure of the department to meet time limits will move the dispute resolution to the next step of the process.

If the employee fails to meet the time limits established for a response, then the dispute will be considered resolved and the Dispute Resolution Process will be terminated. *Time limits may be extended by mutual agreement.* It is understood that work-related travel commitments or other significant personal or work-related needs or commitments may justify or necessitate extending deadlines.

Process

Step 1 – Discussion with Supervisor

Employees are always encouraged to address their concerns directly with their immediate supervisor. The first step in the dispute process is a discussion between the employee and the supervisor. This in-person conversation should include a review of the facts and any relevant policies or documents. As appropriate, the employee and supervisor should bring copies of related documents so they can be reviewed during the meeting.

Employees who intend to utilize this process must do so by notifying their supervisor within seven (7) calendar days of the action that gave rise to the dispute. The conversation between the supervisor and the employee should include the issue being disputed and the desired outcome of the dispute process.

If the discussion does not result in a satisfactory resolution, the employee may contact Human Resources regarding continuing the Dispute Resolution Process. The employee must provide written notice within seven (7) calendar days of meeting with the supervisor, where the dispute was not resolved. The written notice should include a summary of the concern, any related documents and the outcome desired by the employee. When possible, this written notice should be an e-mail to HR with the documents attached. If an e-mail is not

possible, a written notice with attachments may be delivered to the Office of Human Resources. The form or completeness of the submission will not be used as a justification for ending the dispute resolution process.

Disputes involving involuntary separation from employment will begin at the Executive Review Level of the Dispute Resolution Procedure.

Optional Step – Facilitated Conversation with Human Resources

This optional step is available to employees to provide an opportunity for the employee and the supervisor to meet together with a Human Resources professional and attempt to resolve the dispute. As with every step of the process, an open exchange of information is critical for success. A Human Resources professional may be able to help both the employee and the manager to express their thoughts, concerns and willingness to find a resolution.

If resolution is not reached during this step, the employee may proceed to Departmental Review. The employee must notify HR in writing or by email within seven (7) calendar days of the facilitated conversation meeting of their request to proceed to Departmental Review. The HR Representative will inform the employee in writing of the next deadline.

Step 2 – Departmental Review

In the Departmental Review step, the employee meets with an appropriate member of management (manager, director, associate dean, assistant VP, etc.) who will review the concern. HR will notify the appropriate administrator and schedule a meeting at the earliest possible opportunity. The administrator will meet with the employee, review their concerns, and within ten (10) calendar days of the meeting provide the employee and HR with a written decision. If the employee does not consider the issue to be satisfactorily resolved after Departmental Review, he/she should notify HR in writing within ten (10) calendar days of the receipt of the administrator's decision indicating he/she wants to continue to Executive Review.

Step 3 – Executive Review

An Executive Review is a review process where the employee's concerns and the departmental actions are heard by the Division's Dean or Vice-President. An in-person meeting is conducted with the VP and the employee and may include appropriate member(s) of the management team. The VP will provide the employee and HR with a written decision within ten (10) calendar days of the meeting. The decision rendered by the VP will be regarded as final and binding, however in situations involving involuntary separation from employment, the employee will have an option to appeal to the President. The employee must notify HR in writing within ten (10) calendar days of receipt of the executive's decision indicating he/she wants to appeal the decision to the President.

As indicated above disputes involving involuntary separation from employment will begin at the Executive Review Level of the Dispute Resolution Procedure.

Step 4 – Presidential Appeal

Appeals to the President are only permissible in situations involving involuntary separation from employment. In these cases, if you are not satisfied with the decision rendered by the

Vice President, you have an additional ten (10) days to request an appointment for a personal interview with the President of the College, who will then respond within fifteen (15) days of the personal interview. Because the responsibility for the operation of the College has been delegated to the President, any decision rendered by him in a termination situation will be final and binding.

Time Standards

The time standards provided in this procedure may be extended by mutual agreement.

CHAPTER 10 – SEPARATION OF EMPLOYMENT

Roanoke College staff members are considered an “at will” employee, which means that employment may be terminated without cause, at any time by either you or the College. In addition, separation of employment may occur in one of the following ways: “voluntary,” through resignation or retirement, or “involuntary,” through reduction in force or termination. Termination may result from misconduct or from job-related performance reasons. Regardless of the reason for separation, employees are expected to turn in any and all College property on their last day of work which includes, but is not limited to, keys credit cards, ID badge, electronic devices and uniforms. Employees may be charged for items not returned, as permitted by Virginia law.

Voluntary Separations

Resignation

If an employee decides to leave employment with Roanoke College, a minimum of two weeks written notice should be provided by non-exempt employees; 4 weeks written prior notice should be provided by exempt employees. In all cases, employees are expected to inform their supervisor in writing as soon as possible of the intended last day of work with Roanoke College. This will give the employee’s department an opportunity to make necessary adjustments in staffing to ensure that College’s operations will not be negatively affected. Accrued vacation may not be used for working days during the notice period unless approved by the supervisor and Human Resources.

Employees who are scheduled to work and do not report to work nor contact the College for three consecutive working days will be assumed to have voluntarily resigned their position without notice and will be processed accordingly.

The date of separation will be the actual last day worked. Employees who leave the College in good standing, who have served continuously for one year and who have given proper notice as defined above, will generally be eligible to receive pay for all unused accrued vacation.

Retirement

Employees may continue to work at the College as long as they are professionally and physically able. An employee, who has reached the age of 60 and has served 15 years (or its full-time equivalent) with Roanoke College, may choose to retire. As an official retiree, the College will maintain contact the retiree and the College will be pleased to continue to list them in its official directory. An individual who retires with less than 15 years of service may request to be retained on the mailing lists of the College and is welcome to participate in the activities and events of the College community.

Involuntary Separations

Dismissal

If an employee's performance is unsatisfactory as determined by the College, the employee may be notified of the problem and the supervisor will work with the employee to correct the situation. The disciplinary procedure is outlined in Chapter 8. Alternatively, the employee may be dismissed. If the employee believes she or he has been treated unfairly, the employee has the right to an interview with Human Resources and/or to initiate the ***Dispute Resolution Procedure*** as outlined in Chapter 9.

Reduction in Force

Roanoke College endeavors to provide stable employment to all employees. Situations including, but not limited to, financial necessity, a lack of work, reorganization of the College's operations, drop in enrollment or changes in programs or technologies, may require a reduction in the work force to assure the continued financial security, quality and efficiency of the College. The College reserves the right to layoff or reassign its employees when such layoff/reassignment is necessary as determined by the College.

The Cabinet, in consultation with others as it deems necessary, is responsible to determine whether circumstances exist which warrant a reduction in the College's work force to assure the continued financial security, quality or efficiency of the College's offices and programs.

If a reduction is required, the Cabinet will designate in which Departments/Divisions the reductions will occur. The appropriate Vice President will recommend and Cabinet will determine the level at which reductions in staff will have the least detrimental effect on the College's operations.

Employees will be laid-off based on a determination of whether the elimination of the particular job will have less detrimental effects on the College than the elimination of other jobs within the same or other departments/divisions.

Exit Interview

An exit interview may be conducted by Human Resources with each employee whose employment with the College is has ended. The purposes of this interview are to review the circumstances of termination and review post-employment benefits.

The information obtained during the exit interview is generally regarded as confidential, but may be disclosed to those with a need to know. The exit interview affords the College with the opportunity obtain candid feedback that may provide valuable information that can be used to make improvements on campus or in working conditions.

CHAPTER 11 – SUMMARY AND CLOSING WORD

This Handbook contains a summary of the principles of the College, the benefits currently provided to employees and the obligations assumed by employees. These provisions constitute expectations and guidelines only and are in no way to be interpreted as a contract between the College and any of its employees. Moreover, given the ever changing nature of higher education and the rules that govern its operations, the College expressly reserves the right to modify or delete any of the provisions contained herein.

We hope that you have read your Handbook carefully and will keep it for future reference. If you have any questions concerning the policies or benefits outlined in this Handbook, please ask your supervisor or Human Resources about them.

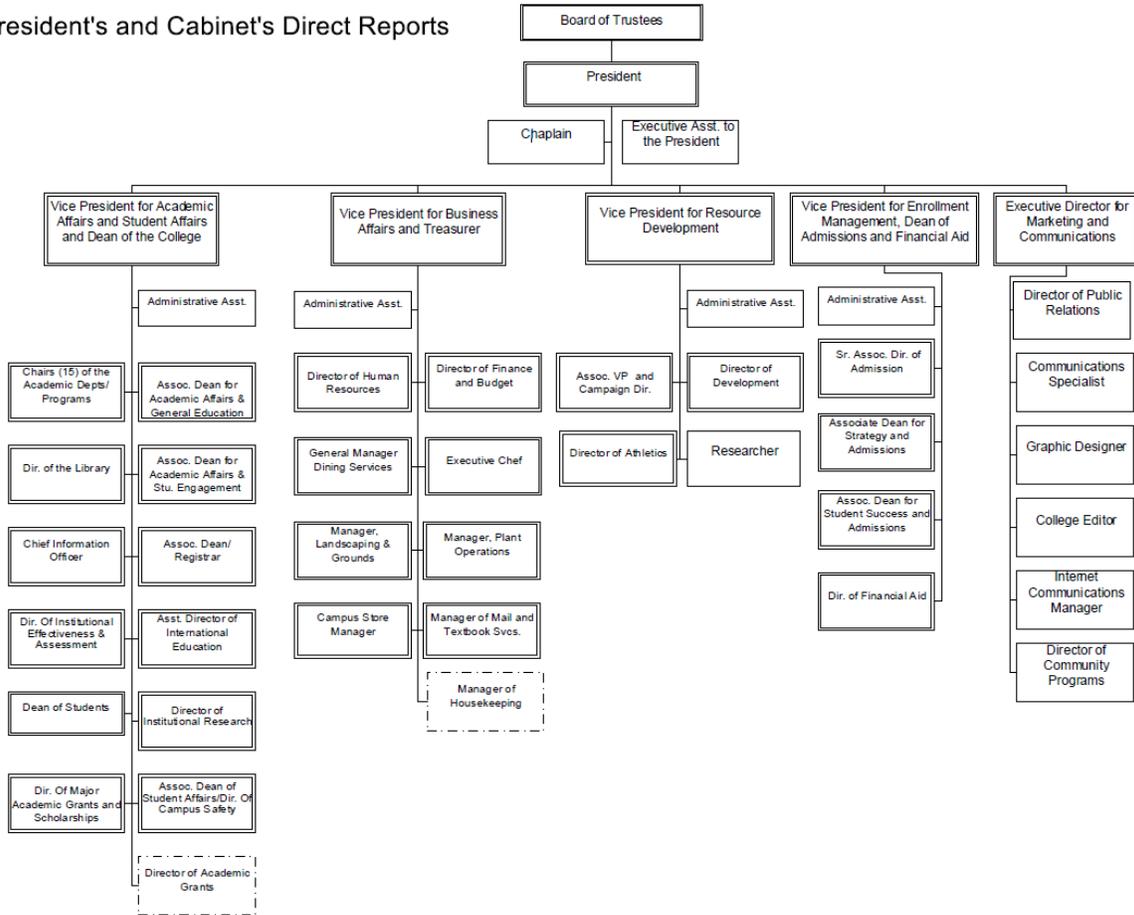
We may occasionally revise some of the policies in the Handbook or add new policies and benefits. Changes in business and academic conditions will undoubtedly require changes in the Handbook. Be sure to keep any notification of policy changes that you receive. Further, departments may develop internal policies supplementing or modifying these policies as necessary for effective operation.

You are a part of our team. Roanoke College has made considerable progress since its beginning, and the credit goes to each individual employee. Your job is important toward our continued growth and security. By all of us working together, the College will be unsurpassed in the field of higher education.

APPENDIX A

Organizational Chart

President's and Cabinet's Direct Reports



August 2020

APPENDIX B

Tuition Remission Policy

Tuition remission is a waiver of Roanoke College tuition fees. This policy governs tuition remission for benefit eligible full and part-time employees and qualifying family members who desire to attend Roanoke College. These benefits shall be applicable to those employees who have served the College for a minimum of one year and who remain in the service of the College during the period of said benefits. Qualifying individuals for tuition remission include employees who have at least one year of service in a benefit eligible position, their legally married Spouse, and legally dependent children. Qualifying individuals may:

1. May take courses for credit, audit, or pass/fail without charge for tuition.
2. May earn credit by taking special examinations at the prevailing cost to the College.

II. ACTIVATING THE BENEFIT

1. All participants must make an internal "Tuition Remission" request to Human Resources on or before December 31 preceding each academic year during which the benefit is requested.
 - a. For example, a student enrolling in the 2021-2022 academic year would need to have their application in to Human Resources on or before December 31, 2020. It should be noted that applying for educational benefits through Human Resources does not guarantee admission as a student to the College.
2. Apply and be accepted as a student to Roanoke College, through regular admissions processes. All application fees must be paid by the applicant.
3. The student will receive a tuition reduction in the amount of full tuition, less the maximum Virginia TAG grant in effect at that time.
4. Any eligible student may utilize this plan for a maximum of 8 semesters (4 academic years) at the undergraduate level. Up to two summer courses per academic year are allowed and do not deduct from the 8 semester allowance.
 - a. One May term is also allowed. If it involves travel, the fee of the class is the only item waived, not the cost of the travel. May terms are for degree seeking students only.

III. RETIREES

Employees retiring with benefits (i.e., having reached age 60 and having served 15 years or its full-time equivalent) may take courses for credit, audit or pass/fail without charge for tuition.

IV. GENERAL REGULATIONS

1. Should an individual leave the employment of the College while a dependent is enrolled through this plan, tuition will be prorated and the balance for the remainder of the term will be charged to the employee.
2. All participants in this program must apply for admission to Roanoke College through its normal channels and must meet all regular admissions criteria.

3. The term "tuition" is to mean fees for instruction and is not to include deposits, room, board, books, lab fees, or any other costs associated with attending the College.
4. For this program, a dependent child shall be defined in accordance with Internal Revenue Service regulations and be unmarried.
5. The benefits stated herein are available to those unmarried dependent children of retirees eligible for post-retirement medical benefits (see Appendix D) employees who qualify for long-term disability benefits, or deceased personnel provided that such personnel were in the employ of the College at the time of their retirement, disability or death and had served the College for a minimum of one year, provided that the spouse of a decedent does not remarry prior to or during the period of receipt of these benefits.
6. If, for any reason, attendance by the dependent is interrupted, the Business Manager must be informed immediately, in writing, so that the student's benefits may be held in abeyance for future use.
7. All employees must take classes outside their normal work schedule. An exception may be made for degree candidates upon approval by the supervisor, Vice President, and Director of Human Resources.
8. Applied Music Courses (MUSA): If the tuition for the course and the private instruction fee is less than the cost of a full unit class, then it will be covered by tuition remission. However, applied instruction is by permission only, and applied instructors may not be available to teach MUSA as an elective. Faculty and staff members should seek approval from the department well in advance of requesting to register for a MUSA course.
9. Independent studies, Internships, and Tutorials are only available to degree seeking students to complete work in their degree program.

APPENDIX C

Drug-Free Workplace

I. INTRODUCTION

In order to comply with the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act of 1989, this written program has been established for Roanoke College. All divisions and sections of the College are included within this program. Copies of this written program will be available in the following locations:

Financial Aid Office
Human Resources Office
Psychological Health Roanoke Advantage EAP

Roanoke College in conjunction with Psychological Health Roanoke's Advantage Employee Assistance Program strives to make our employees aware of issues regarding the dangers of substance abuse and the policy of the College regarding a drug-free workplace.

II. ALCOHOL AND ILLICIT DRUG HEALTH RISKS

Substance abuse/dependence is often manifested by a loss of individual control regarding usage of drugs or alcohol. This may ultimately result in harm to the individual or others and/or potential disruption of the mission of the College.

Alcohol and illicit drugs are toxic substances that affect the mind, body and spirit. Excessive drinking can cause health risks which include: damage to your body organs (liver, heart and digestive tracts); impaired physiological responses (decreased brain activity, digestion and blood circulation); and mental and emotional disorders (loss of memory, impaired judgment and personality changes). Alcohol-related problems include deaths from drunk driving, use of violence, and poor judgment in personal relationship situations.

Drug abuse is dangerous and can lead to death. An overdose can cause psychosis, convulsions, coma and death. Continuous use of drugs can lead to organic damage, mental illness and malnutrition. It increases the risk of AIDS, hepatitis and other diseases related to injectable drugs. Drug abuse can cause accidents resulting from foolish risks, "panic attacks" and acting irrationally.

III. POLICY STATEMENT ON SUBSTANCE ABUSE

Roanoke College considers its employees and its students to be its most valuable assets. We realize that our employees are not immune to the problems associated with drug and alcohol abuse in our society. To help contend with such problems, and to prevent drug or alcohol use that adversely affects job performance and safety, the College has developed a substance abuse policy.

1. Comprehensive health care benefits are available through our health insurance policy for treatment of alcohol and drug problems.

2. The Employee Assistance Program (EAP) provided by the college offers free, confidential, short-term counseling and referrals for substance abuse problems, both for the abuser and for family members dealing with an abuse problem of a loved one. Employees are encouraged to seek help voluntarily through the EAP.

3. When an employee's job performance or behavior reasonably suggests a substance abuse problem, the employee may be directed to seek help either through EAP or through a personal physician.

4. Any employee who seeks rehabilitation through an inpatient program will receive the support of the College, including an unpaid leave of absence in accordance with the Family and Medical Leave Act of 1993, provided the employee is otherwise eligible for FMLA leave. Although an employee's rehabilitation efforts will be supported, participation in any program will not serve as protection against the normal disciplinary process associated with job performance and behavior.

5. Employees under the influence of alcohol or illegal drugs while on the job will be subject to disciplinary action, up to and including dismissal.

6. Employees using prescription medication capable of impairing job performance must advise their supervisor immediately of such use. The substance involved and the duties of the employee will be reviewed. The College reserves the right to impose sick leave (or leave without pay if the employee has no sick leave accrued) in the event it determines the use of such medication and the job responsibilities to be incompatible.

7. Employees found to be misusing prescription medication (of the employee or another) that interferes with the safe or proper performance of job duties will be relieved of duties and subject to disciplinary action, up to and including dismissal.

8. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance while on College premises or during the conduct of College business is prohibited and may result in immediate dismissal. Law enforcement authorities will be notified of the facts and circumstances concerning any illegal activity.

9. It is the policy of the College to maintain a drug and alcohol-free workplace. As a condition of employment, employees must abide by the College policy on substance abuse and must report any conviction under a criminal drug statute for conduct in the workplace within five days after conviction.

IV AWARENESS ASSISTANCE

Roanoke College maintains a contractual relationship with Psychological Health Roanoke's Advantage Employee Assistance Program (EAP). Therefore, regular employees have access to a free and confidential professional service to assist them with problems of drug and alcohol abuse. Information is available to all employees in the Human Resources Office or by calling Advantage Employee Assistance Program at (540) 989-6605 (2840 Electric Road, Ste. 200, Roanoke, VA 24018) (Colonnade One).

Employees are advised of the College's policy on substance abuse and the availability of the Employee Assistance Program at new employee orientation and in writing in Faculty and Staff Handbooks.

V. PENALTIES/LEGAL SANCTIONS

Employees under the influence of alcohol or illegal drugs, or the misuse of prescription medication while on the job may be subject to disciplinary action, up to and including dismissal.

The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance while on College premises or during the conduct of College business is prohibited and will result in immediate dismissal. Law enforcement authorities will be notified of the facts and circumstances concerning any illegal activity.

Roanoke College will take appropriate and prompt personnel action once notified of any criminal drug statute conviction involving an employee occurring in the workplace.

Local and National trends in Drug Enforcement have resulted in an increased enforcement effort at the user level. It is important that the Roanoke College community be aware of the legal implications and penalties associated with substance abuse.

In addition to action(s) taken by Roanoke College, members of the College community are subject to state and local alcohol and drug related penalties [N.B. – consider deleting entire section]:

Alcohol - Drinking in Public. A fine not to exceed \$250, court costs and attorney's fees.

Alcohol - Purchasing for Minors. Imprisonment (going to local jail) for up to 12 months, a fine not to exceed \$2,500, court costs and attorney's fees, and the loss of driver's license for up to one year, with the mandatory loss of license for at least six months.

Alcohol - Underage Possession. Fine not to exceed \$2,500, including a mandatory minimum fine of \$500 or 50 hours of community service. Imprisonment for up to 12 months, loss of driver's license for up to one year, with the mandatory loss of driver's license for at least six months.

Alcohol - Driving While Intoxicated. A fine not to exceed \$2,500, with a mandatory minimum fine of \$250.00 for a first offense. Additionally, there is mandatory jail time for a first offense based on the level of blood alcohol content. A mandatory minimum fine of \$500.00 for a second or subsequent offense. Imprisonment for up to 12 months for first and second offenses with a mandatory sentence for up to 20 days for a second and subsequent offense. Confinement in prison for up to 5 years for subsequent offenses. Further, there shall be the loss of driver's license up to 12 months (for the first offense), court costs and attorney's fees.

In addition to the fines above, Virginia residents can be assessed civil remedial fees of \$750 upon conviction, with two additional payments of \$750 each due to the Division of Motor Vehicles, one within fourteen (14) months of conviction, and the other within twenty-six (26) months of conviction.

Alcohol – Underage Driving Under the Influence of Alcohol (Underage DUI). A fine not to exceed \$2,500 and/or a term of imprisonment of up to 12 months. Penalties also include loss of driver’s license for up to one year and a mandatory minimum fine of \$500 or a minimum of 50 hours of community service.

Drugs - Schedule I and II – Possession. (Cocaine, LSD, Hallucinogenic Mushrooms, etc.) Confinement in prison for not less than one year or more than ten years, fine not to exceed \$2,500, court costs and attorney's fees.

Drugs - Distribution within 1,000 yards of School Property (includes college campus) Imprisonment not less than one year or more than five years, up to \$100,000 fine, court costs and attorney's fees. A second or subsequent conviction shall be punished by a mandatory minimum term of confinement in prison of one year to be served consecutively with any other sentence.

Drugs – Manufacture, Distribution or Possession with Intent to Distribute Controlled Substance (Schedule I or II). Confinement in prison for not less than five and not more than 40 years and fine of not more than \$500,000, court costs, and attorney’s fees. Conviction of second or subsequent offense is punishable by term of confinement of a mandatory minimum of five years up to life in prison, plus a fine of up to \$500,000, court costs and attorney’s fees.

Drugs - Possession or Distribution of Paraphernalia. Imprisonment up to 12 months, up to \$2,500 fine, plus court costs and attorney's fees.

Drugs - Transporting into Virginia. Transporting of Schedule I & II Drugs (Cocaine, LSD, Hallucinogenic Mushrooms, five or more pounds of Marijuana, etc.) into Virginia with intent to distribute, Confinement in prison for not less than 5 years, but not more than 40 years, three years of which shall be the mandatory minimum, and a fine of not more than \$1,000,000. A second or subsequent offense is punishable by a mandatory term of confinement in prison 10 years.

Conviction of any Drug Offense could, in addition to above penalties, include a six-month driver's license suspension.

VI. OTHER ACTION

The Drug-Free Workplace Act of 1988 (Title V of the Anti-Drug Abuse Act of 1988) requires Roanoke College to provide notice of any federal agency granting funds to the College of an employee's criminal drug statute conviction for conduct in the workplace. The College must fulfill this requirement within ten days after receiving notice from an employee or otherwise of such conviction.

The Director of Human Resources will be responsible for processing all required certifications, notices, etc. on behalf of Roanoke College

Roanoke College will conduct a biennial review of this program to determine its effectiveness, implement changes as needed and insure that its policies are consistently enforced.

APPENDIX D

Policy Regarding Post Retirement Benefit

1. Employees hired after December 31, 1999, who retire before age 65 and meet the age and service requirements according to the policy, may continue their health insurance after retirement by paying 100% of the retiree premium. The retiree may continue coverage until age 65.

2. Employees employed prior to January 1, 2000 and who were under the age of 60 on January 1, 2000:

Medical benefits will be provided at the prevailing cost-sharing arrangement between the employee and Roanoke College to the following employees retiring from the college:

- An employee retiring who has reached the age of 60 and has served 15 years (or its full-time equivalent) in a regular position
- An employee who is offered medical coverage as part of a severance arrangement entered into with the college

Such retirees will be provided medical coverage and will pay a portion of the premium for their coverage equal to the existing cost-sharing percentage for active employees. The cost to the retiree will reflect any premium rate change from the insurance carrier or any change to the cost-sharing arrangement between the employee and college. This cost-sharing arrangement will apply to retirees leaving the college prior to age 65 as well as Medicare-eligible retirees enrolling in a Medicare supplement policy provided by Roanoke College.

3. Employees employed prior to January 1, 2000 and who were age 60 or above on January 1, 2000:

Medical benefits will be provided to the following employees retiring from the college:

- An employee retiring who has served 15 years (or its full-time equivalent) in a regular position
- An employee who is offered medical coverage as part of a severance arrangement entered into with the college

Such medical benefits are provided by enrolling in a Medicare supplement policy billed to the College.

4. Eligible retirees, who cover their spouse on the group health plan at the time of retirement, may opt to continue coverage for their spouse, who has not yet become eligible for Medicare, by paying 100% of the retiree premium under the group health plan.

APPENDIX E

Conflict Of Interest Policy

A. Statement of Purpose: This Conflict of Interest Policy (the "Policy") is intended to protect the interests of Roanoke College (the "College") by avoiding actual and possible conflicts between the personal interests of its Professional Employees and the College, and provide procedures for addressing conflicts of interest when they occur.

The College's Professional Employees should act at all times in the best interests and well-being of the College, and should not profit or gain any advantage from activity that may or reasonably appears to be a conflict with the well-being of the College.

Professional Employees may engage in external professional and community activities, provided that they do not create or cause the appearance of a conflict of interest. Other activities involving Professional Employees that create an actual or possible conflict of interest with the College may not necessarily be detrimental to the College, as long as they are disclosed, understood and approved by the College.

This Policy supplements but does not replace any applicable state or federal laws governing conflicts of interest applicable to charitable organizations.

B. Definitions: The following definitions apply to the terms used in this Policy:

1. "Professional Employees" include the President, Treasurer, Secretary, Deans (including Associate and Assistant Deans), officers, faculty members, Secretary to the Board of Trustees, Athletic Director, financial aid officers, financial controllers and administrative staff.
2. "Family Member" includes any person who is a spouse, child, grandchild, great-grandchild, sibling, blood relative, or any of their spouses of a Professional Employee.
3. "Associate" means any person, entity, organization or enterprise of which a Professional Employee or Family Member is a director, officer, employee, member, partner, or trustee, or in which the Professional Employee or Family Member has a significant financial or other interest that enables the Professional Employee or Family Member to exercise control over and/or significantly influence such person, entity, organization or enterprise.
4. A "Conflict of Interest" arises when the interests, activities, or relationships of a Professional Employee, Family Member or Associate are inconsistent with the interests of the College in the reasonable opinion of the Professional Employee's direct supervisor ("Supervisor").

A Conflict of Interest may exist:

- i. When a Professional Employee, through a Family Member or Associate, has an interest in a supplier or contractor who or which provides goods or services to the College, and the

Professional Employee acts on behalf of the College in any transaction involving that interest or benefits financially as a result of the interest.

ii. When a Professional Employee, Family Member or Associate uses College personnel, facilities, equipment or services for personal gain or profit without full disclosure, reimbursement of cost, payment of a rental fee, or similar consideration.

iii. When a Professional Employee, Family Member or Associate divulges privileged, confidential, or proprietary information of the College for purposes of personal gain or for purposes unrelated to the College.

iv. When a Professional Employee, Family Member or Associate uses the name of the College for personal gain or acts in a way that creates or could reasonably create the impression that he/she is speaking on behalf of the College, unless authorized by the College as a part of his/her position.

v. When a Professional Employee, Family Member or Associate uses the name, seal and/or logo of the College or its programs for unauthorized purposes, or without prior written approval of the College.

These are not intended to list all possible situations in which a conflict of interest may exist, but are provided as examples only.

C. Duty to Disclose: A Professional Employee must fully disclose, in writing, the existence of the circumstances and all material facts giving rise to an actual or possible Conflict of Interest to his/her Supervisor at the earliest practical time.

D. Procedures for Determining Whether a Conflict of Interest Exists:

1. After disclosure to the Professional Employee's Supervisor and after discussion with the Professional Employee, the Supervisor will determine in the Supervisor's sole discretion whether a Conflict of Interest exists. The Professional Employee shall not participate in the discussions or decision regarding the Supervisor's determination, except to answer questions or where such continued participation is approved by the Supervisor.

2. If the Supervisor is unable to determine whether a Conflict of Interest exists, the Professional Employee may file a written request with the president of the College (the "President") requesting a review of the question and explaining in detail the nature of the proposed interest, activity or relationship and why, in the Professional Employee's opinion, there is no actual or possible Conflict of Interest. The Professional Employee will provide the Supervisor with a copy of the request promptly after it is filed with the President in a timely manner after his/her receipt thereof. The President will review the information submitted and either: (a) affirm or overturn the Supervisor's decision, or (b) meet with the Professional Employee and/or the direct Supervisor to gather additional information, after which the President will affirm or overturn the Supervisor's opinion. The President will affirm the Supervisor's decision if it is not arbitrary and capricious and not contrary to the best interests of the College. The decision of the President is final. For those Professional Employees reporting directly to the President the President will act as the Supervisor and the Executive Committee of the Board of Trustees (the "Executive Committee") will have the final authority to determine whether to affirm or overturn the decision of the President's

decision unless arbitrary and capricious and not contrary to the best interests of the College. The decision of the Executive Committee will be final.

3. If it is determined that an actual or potential Conflict of Interest exists, and the nature of the conflict is known, understood and agreed to by the Professional Employee's Supervisor, the President or the Executive Committee, as applicable, no further action will be required if the following conditions are met:

i. the commitment of time to these activities does not interfere with the Professional Employee's duties;

ii. no proprietary or confidential information of the College is involved or disclosed; and

iii. the Professional Employee, Family Member or Associate does not benefit, financially or otherwise, from the matters related to the activities giving rise to the Conflict of Interest.

E. Compensation: A voting member of any committee of the College, the jurisdiction of which includes compensation matters, and who receives compensation, directly or indirectly, from the College for services is precluded from voting on matters pertaining to that member's compensation. No voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the College, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

F. Annual Statements: Each year, a Professional Employee will sign a statement affirming that the Professional Employee:

1. has received a copy of the Policy;

2. has read and understands the Policy;

3. has agreed to comply with the Policy; and

4. understands that in order to maintain the College's federal tax exemption it must engage primarily in charitable activities which accomplish one or more of its tax-exempt purposes.

All Professional Employees must submit a completed disclosure statement by July 1 of each year or upon employment. Each Professional Employee has a continuing duty to update the disclosure statement and submit it to his/her direct supervisor when a real, apparent or potential Conflict of Interest arises at any time throughout the year.

Adopted by the Board of Trustees of Roanoke College: February 6, 2009

Acknowledgment and Receipt

My signature below indicates that I have received a copy of and understand I will be held responsible for complying with the policies described in this Staff Handbook.

I further understand that the Handbook is not a contract and does not change the "at will" employment relationship that exists between the College and me. For this reason, the Handbook may be changed at any time with or without notice, and, I may request a hard copy of the current version of the Handbook from Human Resources or view a current electronic copy on the College's website.

I understand that should I have work-related concerns, the College provides several ways for me to express those concerns, and I am encouraged to use these procedures. I acknowledge my responsibility to read and understand the College's policies and procedures, and if I have questions I will direct those questions, to the designated parties that can help me, including Human Resources, College leadership, or my manager.

Print Name

Signature

Date

Roanoke College will Retain this Acknowledgement Page as Part of Your Personnel File

(Please Keep the Rest of this Handbook for Future Reference)