



ROANOKE COLLEGE

STAFF HANDBOOK

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CHAPTER 1 – INTRODUCTION

Message from the President

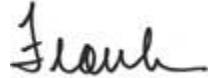
Welcome to Roanoke College! Thank you for saying “yes” and for joining a nearly 200-year legacy of people whose work has transformed the lives of students, their families, and communities.

Today--more than ever, students are our priority at Roanoke College. Our driving narrative, “student-ready, student-first,” reflects our deepest commitment to meeting the needs of today’s and tomorrow’s students and to keeping them in the center of all we do. As such, every employee at Roanoke is an educator—no matter your role. Through your day-to-day interactions with students, the living and learning environments you caringly create, and the spirit of welcome you offer even in passing, your impact on students’ Roanoke experience and their “becoming” is immeasurable.

As you participate in new-employee orientation and consult this handbook, you will learn more about the goals, programs, policies, services, and people that make Roanoke College a positive, supportive, and dynamic place to work. I hope you will take advantage of the many opportunities and resources available to you and that you will take time to build connections and community with students, faculty, and staff across campus. We are deeply committed to your personal and professional success and know that we are better because you are here.

I look forward to getting to know you personally and to working together for such a remarkable cause. After all, when a single student finds a calling, becomes compelled by the cause of justice, learns to care for humanity, discovers a talent, hones a skill, or finds the courage to speak up for a value, the world stretches. I cannot think of a better way to spend a life than right here with you.

Sincerely,



Frank Shushok, Jr., Ph.D.
President

About this Handbook

Designed for all staff members to answer the most commonly asked questions and provide information that will assist you in acclimating to our culture, it is impossible to write policies that will cover every possible situation. 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. 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.

For those staff members who also hold a teaching position, the policies and rules in the Faculty Handbook will apply only when performing duties as an instructor. Should there be a direct conflict, then the Faculty Handbook shall have precedence for those staff members when serving in a faculty role.

History of Roanoke College

Roanoke College is an independent, co-educational, 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.

The College is home to approximately 1,900 students from over 40 states and 30 countries. Roanoke offers 36 majors, 57 minors, and 8 pre-professional programs. We are accredited by the Commission on Colleges of the Southern Association of College and Schools (SACS) to award the Bachelor of Arts, Bachelor of Science, Bachelor of Business Administration, and Masters of Business Administration degrees.

Vision

We champion potential, providing learning and leadership through leading edge academic programs and transformative educational experiences, giving students the mettle, mindset, and empathy to pursue lives of purpose, build meaningful careers, and meet our society's most pressing needs.

Our Why

Championing potential and purpose leaves a legacy of good that belongs to every Maroon, our community, and the world.

Organization & Operations

The Chief Executive Officer of the College is the President. The College has administrators who assist the President in managing the College. These are known as the Cabinet officers.

Responsibility for the operation of each division lies with the appropriate Cabinet Officer. Together the President and Cabinet have authority and responsibility for all internal matters.

The President is responsible to the Board of Trustees. 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 for the overall policies of the College.

CHAPTER 2 – COMMUNITY STANDARDS & POLICIES

Child Abuse and Neglect

Employees at Roanoke College are considered mandatory reporters for child abuse and neglect under §63.2-1509 of the Code of Virginia. Mandated reporters are those persons who, in their professional or official capacity, are required to report instances of suspected child abuse and neglect to the local Social Services Department or to the Department of Social Services (DSS) Toll-free child abuse and neglect hotline.

What is an abused or neglected child?

The Code of Virginia §63.2-100 defines an abused or neglected child as any child under 18 years of age whose parent or any person responsible for his or her care:

- Causes or threatens to cause a non-accidental physical or mental injury;
- Has a child present during the manufacture of a controlled substance or during the unlawful sale of such substance where such activity would constitute a felony violation;
- Neglects or refuses to provide adequate food, clothing, shelter, emotional nurturing, or health care;
- Abandons the child;
- Neglects or refuses to provide adequate supervision in relation to a child's age and level of development;
- Knowingly leaves a child alone in the same dwelling with a person, not related by blood or marriage, who has been convicted of an offense against a minor for which registration is required as a violent sexual offender; or
- Commits or allows to be committed any illegal sexual act upon a child, including incest, rape, indecent exposure, prostitution, or allows a child to be used in any sexually explicit visual material.

Any employee who, in their official or professional capacity, has reason to suspect that a child is an abused or neglected child, is required to report the matter as soon as possible, but not longer than 24 hours after having reason to suspect a reportable offense of child abuse or neglect. Employees should also notify their supervisor or other College administrator in addition to reporting. Employees should call DSS or the hotline whenever they believe that a person who is caring for a child, who lives with a child, or who works with and around children has caused injury or harm or put the child at risk of physical injury as defined in the Code of Virginia. Some examples include:

- If you see someone hitting a child with an object.
- If you see marks on a child's body that do not appear to have been caused by an accident.
- If a child tells you that he or she has been harmed by someone.
- If a child appears to have been left alone, dressed inappropriately for the weather, or appears to be undernourished.

Employees can report by:

- Contacting Roanoke County Child Protective Services at 540-387-4060.
- Contacting the Department of Social Service's state-wide toll-free child abuse and neglect hotline at 1-800-552-7096.
- Contacting Campus Safety x2310.

Any person making a report or providing records or information pursuant to §63.2-1509, or who testifies in any judicial proceeding arising from such reports or information, is immune from civil or criminal liability, unless such person acts in bad faith or with malicious purpose.

Any person required to make a report and who fails to do so as soon as possible, but not longer than 24 hours after having reason to suspect a reportable offense of child abuse or neglect, may be fined not more than \$500 for the first failure, and not less than \$1000 for subsequent failures. Persons who knowingly and intentionally fail to make reports in cases involving rape, sodomy, or object sexual penetration, may be guilty of a Class 1 misdemeanor. Failure to report may also result in College disciplinary action.

Community Expectations

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

Our greatest asset is our people. To support you, the College will put forth its best efforts to create a supportive and welcoming community and provide the tools and resources needed to perform work.

Our philosophy is to be frank, fair, and 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.

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.

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 of us 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.

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 of Civil Rights, Office of Civil Rights, U.S. Department of Education, or the College's Title IX Coordinator, or Deputy Title IX Coordinator.

Non-Discrimination Policy

The College is committed to fostering, cultivating and preserving a culture of diversity, equity, and inclusion to create a respectful educational and work environment. We embrace the collective mixtures of all our employees' and students' differences and similarities. The College is committed to an environment that is free of improper or unwelcome conduct based on a person's protected class or status. We prohibit any harassment or discrimination against any student, staff or faculty. Consistent with our policy of equal opportunity, any inappropriate, offensive, or unwelcome conduct against a person because of sex, race, color, religion, national origin, age, disability, sexual orientation, gender identity, status as a veteran, pregnancy, childbirth or related medical conditions, or any other status protected by law, will not be tolerated.

If you have any questions or concerns, or seek to lodge a complaint or concern, please follow the College's applicable handbook policies, or you may contact Human Resources at any time by phone 540-375-2455 or by email to hr@roanoke.edu.

Prohibition of Improper Conduct, Bias, Discrimination, Harassment, and Retaliation

In support of applicable law and college policies, 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, will not be tolerated. 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. In particular, employees may violate this policy if they post inappropriate content on social media sites, other internet sites, or engage in other harassing or intimidating conduct by electronic means. As a result, employees may violate this policy even if they engage in improper conduct while "off duty" or not at work.

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 will not tolerate 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.

Appendix A contains our full Bias, Harassment, and Discrimination policy. *See the Complaint Process and Procedures on page 7 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 "Strictly Confidential Employees" 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 an investigation shall be protected from acts of retaliation.

Anyone who becomes aware of any form of retaliatory conduct shall report this information immediately to the AVP for Human Resources. Retaliation of any kind will not be tolerated. 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 needs 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 or Prohibition of Improper Unlawful Conduct, Discrimination, Harassment and Retaliation policies, you are encouraged, 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.

If you are not comfortable engaging the offender, 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 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. 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 or division manager, the AVP for Human Resources, or a member of the Cabinet.
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 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 AVP for Human Resources, or a member of the Cabinet.

If you have any questions regarding these processes, contact the Human Resources office. This process also applies to those reports of Sexual Misconduct, which are not covered by Title IX. (See Prohibition of Sexual Misconduct, page 6.)

Personal and Professional Conduct

The following guidelines are established to assist you in acclimating to campus.

Confidential Information - The Family Educational Rights and Privacy Act (FERPA) protects most, if not all, information about our students. Strict privacy laws apply to student records and non-public information about our students to anyone other than the student. No information about a student should be disclosed to another person without proper authority or the student's permission.

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. Confidential information is broader than a "trade secret" and may include processes, 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. If you are unsure whether something is confidential or not, ask your supervisor before releasing the information.

Unacceptable Conduct -Violations of college practices, policies, state or federal laws, and any action which serves to harm or malign Roanoke College as determined by the College in its sole

discretion are not acceptable. Please see a more comprehensive, but not exhaustive, list of unacceptable conduct in Chapter 8, Disciplinary Procedures.

Proper Dress and Appearance- All employees are expected to have good hygiene and refrain from wearing offensive drawings or words. Dress in a manner appropriate for your area, with many offices requiring professional or business casual attire. Certain areas are provided uniforms which are expected to be worn each work day and returned when employment ends.

Styles that are dictated by religion or ethnicity, unless presenting a safety hazard, will not be restricted. 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 which 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 -Often the telephone is the only contact that other persons have with us, and courteous telephone calls will always enhance the College's image. Identify yourself when answering calls, assist the caller or locate someone who can, take complete messages, and follow through on commitments.

Good Housekeeping - Order within your work area reduces accidents, improves health conditions, reduces fire hazards, and adds to the efficiency and quality of your work. Everyone must take responsibility for keeping College work areas tidy.

Personal Business and Personal Use of Electronic Devices - While at work, employees should minimize personal business. Personal business, regardless of whether the equipment used is College-provided or not, interferes with employee productivity and is distracting to others. If personal business or 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.

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. Under no circumstances are employees required or expected to place themselves at risk to speak on the phone while driving.

College Property - Unauthorized removal or use of property or equipment for personal gain is prohibited. All college property must be surrendered back to the college when employment ends.

Social Media Guidelines

Social media can be a fun way to share your life and opinions with family, friends and co-workers around the world. However, use of social media also presents certain risks and carries with it certain responsibilities. Used improperly, participation may have unintended consequences on employment with the College. Please keep the following guidelines in mind.

1. When posting as yourself on your own personal social media pages do not post any confidential information or violate our logo/trademark usage guidelines. Ensure that you identify your views as your own and not the college's.
2. Avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating, that disparage students, faculty, staff, alumni and other associates of the college, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, sex, disability, religion or any other status protected by law or college policy.
3. Refrain from using social media while on work time or on equipment we provide, unless it is work-related as authorized by your manager. Do not use our email addresses to register on social networks, blogs or other online tools utilized for personal use.
4. If you use social media for work, please ensure you are familiar with all the college rules surrounding the creation and maintenance of those account, which can be found on the Marketing and Communications site.

Personal Relationships

Upholding the equity and integrity of the college requires us to maintain professional relationships with students and avoid conflicts of interest between professional responsibilities and personal relationships. Employee-student relationships or interactions, violating the guidance below, even mutually-consenting ones, may interfere with a student's pursuit of learning and the fundamental integrity of the academic and workplace environment.

Virtually all College employees are, or can appear to be, in a position of power or authority, directly or indirectly, over students. Many students are at a stage in their development when they may be particularly vulnerable to the influence of employees who are in positions they believe can affect the terms and conditions of a student's standing at the College.

Because of this, we prohibit romantic, sexual, and exploitative relationships between College employees and students. Reports of policy violations will be handled with as much confidentiality and sensitivity as possible subject to our obligation to investigate and determine appropriate action in response to the report.

If a student initiates inappropriate behavior toward an employee, that employee should promptly document the incident and report it to a supervisor or human resources.

This policy is intended to work alongside of, and in coordination with, other campus policies regarding appropriate conduct. In the event that any such relationship is reported and confirmed to be in violation of this policy, the employee is subject to reprimand or disciplinary procedures in accordance with the appropriate sections of the faculty or staff handbook. Retaliation against individuals who report in good faith or participate in any investigation process is strictly prohibited.

Even consensual relationships can have unintended adverse effects on both the student and the educational environment of the College. In some cases, such a relationship can end unhappily or become problematic, resulting in allegations of other policy violations such as our sexual misconduct policies.

Some circumstances in which employees work with students can have the potential for the exploitation of students. For example, a work-study student should not be asked to perform services that go beyond the work-study assignment, e.g. child care or running personal errands. If an employee believes such a request may be appropriate, the employee must make clear that the student may decline such personal invitations without any adverse consequences. This is only permissible if the student agrees voluntarily, is offered and accepts a fair wage for services paid for by the employee, and one which bears no relationship to the continuation of, or the evaluation of, the work-study assignment.

There are exceptional circumstances in which the spouse or partner of a College employee takes classes and becomes a student at the College. This policy does not apply in such limited circumstances provided that the employee discloses the relationship to their supervisor or human resources and obtains approval based on the facts. Further, in its sole discretion, Roanoke College reserves the right to allow exceptions based on unusual circumstances, such as an established, consensual romantic involvement prior to hire. The President, in consultation with the AVP for Human Resources, is the administrative officer who determines whether an exceptional circumstance applies.

Substance Abuse

We realize that our employees are not immune to the problems associated with drug and alcohol abuse. The guidelines below are designed to help address such problems, and to prevent drug or alcohol use that adversely affects job performance and safety.

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. 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 their supervisor or Human Resources prior to the start of their work and comply with requests for additional information.
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.

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. 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.

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:

1. Misuse of College resources including computers, money, credit cards, suppliers, College vehicles, or other assets.
2. Unauthorized access or manipulation of computer files.
3. 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.).
4. Misrepresenting financial data or fraudulent financial reporting.
5. 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.
6. Violation of federal or state laws that apply to the College's operations.
7. 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.
8. 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.
9. 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. 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 AVP for Human Resources or any member of the Cabinet. *Please see also the College's Prohibition of Improper Conduct, Bias, Discrimination, Harassment & Retaliation Policy, page 5.*

CHAPTER 3 – OPERATIONAL POLICIES

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; employees whose job requires them to reside on campus and faculty/staff members in residence.

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 employee's divisional leader.

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.)

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 in the office, library, self-service machine or at a commercial copying center.

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.

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 AVP for 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 comply 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.

Hazardous Chemical Safety Program

In order to comply with Federal regulations promulgated to ensure 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
- Director of Auxiliary 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, and can also tune in to local radio and TV. Pay policies for such events are outlined in Chapter 5. The College has an Inclement Weather Plan which is published on the college website.

To maintain certain critical functions during inclement weather periods, personnel in Campus Safety, Health Services, Residence Life, Dining Services (all areas), 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.

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.

Internal Communications

Communication is a two-way process. The College makes a diligent effort to communicate with you via its supervisors, the Daily Announcements, campus mail, email, Maroon Alerts, special 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.

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.

IT Policy

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

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. Employees will be given keys and card access based on a "need to access" assessment, which must be more than occasional or incidental. Department heads will work with Campus Safety on the assignment of keys and card access areas.

Upon termination of employment, all staff members must return keys and access control cards to their supervisor. Access control cards that are lost or misplaced must be reported immediately to the supervisor and the Office of Campus Safety. Rekeying doors is time consuming and expensive. Charges for lost keys and badges may be assessed to the employee.

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, 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."

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.

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 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 must have primary insurance coverage under that vehicle's insurance policy. 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.

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.

Parking

All employees must obtain a parking decal from Campus Safety and park in appropriately designated lots for staff. Employees may register up to two vehicles for their personal use. Questions regarding parking should be addressed to the Office of Campus Safety.

Privacy of Student Records / FERPA

In accordance with the provisions of the Family Educational Rights and Privacy Act of 1974 (FERPA), the 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.

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. 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.

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, usually the same day. Report to the employee's immediate supervisor and to Human Resources so appropriate medical attention can be provided and necessary incident reports may be completed. 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 and 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.

Accidents to Visitors - Report 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 move the person unless they are in imminent danger from the environment. 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 responding.

Fire and Disaster Plan – Please take note of exits and fire extinguishers near work locations. All requests for fire or rescue assistance should be placed by dialing Campus Safety at extension 2310. The Crisis/Emergency Management Plan is maintained by Students Affairs and is available for review on our website. 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. Failure to comply with

established fire, safety, and disaster rules and standards, as well as carelessness affecting personal safety is considered a serious offense.

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. No tobacco products may be used in any campus building, any College vehicle, or within 25 feet of a college building. 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).

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. If you need help locating a program, contact HealthAdvocate at answers@healthadvocate.com or 866-695-8622.

Violence or Threats on Campus

We are committed to maintaining a safe and secure environment for students, faculty, staff and visitors. Threats or acts of violence against anyone on property owned or controlled by the College will not be tolerated. Such behavior may result in criminal arrest and prosecution and/or disciplinary action, up to and including dismissal, against the perpetrators whether they are students, faculty or staff.

Individuals should notify Campus Safety at x 2310 of any threats or violent behavior, particularly threats or behavior they have witnessed or been subject to.

Any person who makes threats or engages in violent behavior may be removed from the premises as quickly as safety permits. They may be required to remain off campus pending the outcome of an investigation. Any employee who violates this policy will be subject to disciplinary action in accordance with college policies and procedures.

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. Employees who apply for or obtain a temporary or permanent Protection From Abuse Order or Restraining Order listing Roanoke College as a protected area must provide Campus Safety with a copy of the order. They understand the sensitivity of this information and respect the privacy of the reporting person.

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.

CHAPTER 4 – EMPLOYMENT POLICIES

Accommodations

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

Adjustment Periods

The first three months worked for the College, or in a new position at the College, is considered an "adjustment period." 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. Occasionally, adjustment periods will be extended based on performance at the discretion of the College.

Breaks in Service

To be eligible for prior service credit, the employee must have left in good standing and vacated a regular full time or regular part-time position. No credit will be given for temporary or non-benefitted work experience. A staff member who leaves the employment and is rehired within 90 calendar days will automatically have their service bridged.

Beyond that, to be eligible for prior service credit, the employee must have been in good standing and served at least two 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 one continuous year in either a full time or a regular part-time position the second period of employment. All such requests shall be in writing and submitted to the AVP of Human Resources, who will review the service record to determine eligibility and good standing.

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 leave accruals and length of service for service awards will be adjusted. Any increased accruals will begin on the first of the month following the award.

Definitions of Employment Status

Employees of Roanoke College are classified in two categories.

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.

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

1. **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.
2. **Non-exempt** - 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 employees must properly record all time actually worked in Self Service or at a physical timeclock. For more information on compensation related issues see Chapter 5.

These two categories are further classified into four categories: regular 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 regular 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 regular part-time employee 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 employee benefits to include proportional accruals of 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 other than bereavement leave and holiday pay, for funerals or holidays that fall on scheduled work days.

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 benefits other than holiday pay for days designated as college holidays that fall on scheduled work days.

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.

Employment

We hope that your employment with Roanoke College will be a long and rewarding experience. Some employees will leave voluntarily, others may not meet the operational needs of the College, or changed circumstances may reduce available employment opportunities, which may result in involuntary termination. 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.

Employment of Relatives

It is 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. Outside employment cannot 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.

Performance Appraisal

Your performance will typically be evaluated at the end of your adjustment period and annually thereafter. Effective supervision involves regular observation, conversation, encouragement, instruction, and constructive suggestions to employees. This continuous supervision and feedback provide 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.

Personnel Records and 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 AVP for 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.

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.

Promotions and Transfers

Roanoke College assures equal consideration to all employees with regard to its policies on recruitment, hiring, transfer, and promotion. Qualified employees who have demonstrated they fully meet the requirements of advancing, as determined by the College, will be given consideration for promotions. Promotions or transfers are never guaranteed. Length of service alone will not be the sole or primary determining factor, but will be considered. With this as our goal, and as positions become vacant, vacancies are posted 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.

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

Absenteeism and Tardiness

If you are unable to report to work because of illness, emergency, or personal reasons, notify your supervisor as early as foreseeable, but no later than, your scheduled working time. Your supervisor may request a physician's statement in the event of your illness or family illness. 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.

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

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.

Errors in Pay

We make every effort to ensure our employees are paid correctly. When mistakes happen and are called to our attention, we will make the adjustment on the next pay check. This includes when an employee or supervisor forgets to turn in and approve time. Please review your earnings statement in Self Service each pay cycle to make sure it is correct. If an error does occur, promptly tell your supervisor or contact the payroll department at x2014.

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 or last day of work with the college, 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 employees 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 (all areas), 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 Hourly Attendance Policy, Paid Holidays policy, and all other policies governing pay practices.

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 TCP 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. Hours should be keyed in the TCP 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 non-essential personnel are 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.*

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 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.

All time physically worked over 40 hours in any workweek by non-exempt employees will be paid 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. Overtime calculations 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.

Pay Policy

Pay is determined by the position, the skills and ability of the employee to perform those duties and the College's ability to pay. 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. Length of service will be considered, but is not a primary factor for compensation changes.

Time Records

Federal and state laws require that employees properly record, and be paid for, the time they spend working. Several methods to collect time are used for non-exempt employees, which include a physical time clock as well as electronic time collection in Self Service. Time must be recorded accurately and approved by your supervisor each pay period prior to the college deadlines. If there is an error in your time record, you must bring it to the attention of your supervisor immediately.

Employees using a physical time clock 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, unless authorized by a supervisor. Under no circumstances are you to record time for another employee, nor should you ask anyone to record your time.

All non-exempt employees who leave the college premises during their scheduled work day and are not on college business are expected to clock out. If you are leaving for any reason other than a meal break, generally leave is required to cover the hours missed.

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. 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 (all locations), 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.

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.

CHAPTER 6 – TIME OFF BENEFITS

Bereavement Leave

Bereavement leave is available to take time to attend funerals and conduct personal business related to the death. Up to three days of funeral leave may be taken for an immediate family member, defined as a 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; please work with your supervisor. One day off with pay will be granted to allow employees to attend funerals for other family deaths. If the need for funeral leave does not fall on a scheduled work day, no funeral leave pay will be paid.

Domestic Violence Leave

Except as noted, an employee who is a Victim (defined) of a crime of domestic violence will 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 may use accrued personal leave to receive pay for 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.

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:
 - a. Short notice deployment;
 - b. Military events and related activities;
 - c. Child care and school activities;
 - d. Financial and legal arrangements;
 - e. Counseling;
 - f. Rest and recuperation; and
 - g. 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

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.

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.

Holidays

The College observes certain important days each year as paid holidays. All full-time and part-time regular employees who qualify will be given paid time off for these days. A definitive list of College holidays is posted annually on the Human Resources page. These days usually are:

New Year's Day (1 or 2 days)
Martin Luther King Day
Good Friday
Memorial Day
Juneteenth
Independence Day
Labor Day
Thanksgiving (2 days)
Christmas (4 or 5 days)
Employee Wellbeing Days (2 days)

Temporary and non-benefitted employees would not be eligible for holiday pay unless they are working the holiday or would have been scheduled to work the holiday if the college was open. However, they may receive proportional pay for the holiday if required to work on a holiday, or lose what would have been scheduled wages as a result of the college being closed. Salaried employees will be given another day off with pay if required to work on a holiday. Other eligible employees will receive holiday pay, on top of any time worked. Department heads are responsible for scheduling holiday work.

To be eligible for a paid holiday, employees must work their full, regularly scheduled work day which precedes the holiday, the holiday itself (if scheduled to work), and that which follows the holiday unless the 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.

Jury Duty/Court Appearances

We encourage 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 and non-benefitted 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 not assist an employee to have jury service postponed unless an emergency situation at the College requires such action.

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:

1. Submission of an acceptable program of study for the period for which aid is requested.
2. Excellence in job performance.
3. A plan for the continued uninterrupted operation of the office or department during the period of absence.
4. Recommendation of the departmental head (if acceptable) and the cabinet officer who supervises the applicant.
5. Evidence of professional activity and competence.
6. 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.

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. No leaves accrue while in service.

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.

Parental Leave

Roanoke College is committed to supporting its eligible faculty and staff with parental leave following childbirth or adoption. Parental leave is for an employee to care for a newborn or newly adopted child(ren), under the age of 8.

Eligibility

Benefits are payable when an employee has worked for the College for at least one year and has worked at least 1,000 hours during the previous twelve (12) months and expects to remain continuously employed for one calendar year following the conclusion of leave (subject to contract renewal for faculty members).

Parental Leave is available to spouses, domestic partners, and birth parents who are otherwise eligible under this policy.

This program does not apply to faculty or staff in temporary or visiting appointments.

Benefits

The college will pay 100% of wages as a form of salary continuation for an employee to care for a newborn or newly adopted child(ren). Pay will be computed on the base salary (as defined for retirement contributions) and will not include any overtime or other supplemental pay, and will be subject to all standard withholdings and authorized deductions.

This parental leave will be provided immediately following the birth or adoption of a child, beginning at the time of arrival of the child and running consecutively, except in extraordinary circumstances (such as, but not limited to, medical complications for the mother or child) where other leave timing is approved by the divisional leader in consultation with human resources.

In the case of adoption, eligible faculty and staff may take parental leave before the actual adoption of the child, where approved by the divisional leader, for circumstances where the employee needs to be away from responsibilities for the adoption to proceed (e.g., travel to another country to complete the adoption).

Other provisions for salary continuation include:

- If both parents are eligible employees, both employees are entitled to 12 weeks of leave.
- It is expected that the employee will return to work after the twelve-week period. Employees who do not return to work and do not give the College written notice of intention not to return at least three (3) weeks prior to the scheduled return date may be required to reimburse the College for the amount received under this policy, unless the employee is medically unable to return to work.
- Paid parental leave will not extend unpaid leave available under the Family and Medical Leave Act (FMLA) policy. Rather, such paid leave will run concurrently with any FMLA leave available. This benefit will also run concurrently with the College's short-term disability policy, if applicable.
- Roanoke College will maintain medical coverage and any other insurance benefits at the same contribution level as while the employee is working. If the employee does not return to work after the expiration of the leave, the employee will be required to reimburse the College for any College contribution made on the employee's behalf during the leave, except if medically unable to return to work.
- Staff members will not accrue Vacation or Sick/Personal Leave while absent on Parental Leave.
- The College may require that an employee provide reasonable documentation to confirm the eligibility basis and dates for parental leave. Such documentation may include, but is not limited to, a health care provider's certification of pregnancy, the

child's birth certificate, certificate of adoption, or other appropriate documents, as applicable.

- One parental leave benefit is available per employee, per birth, adoption or placement event. The number of children involved does not increase the length of leave granted for that event.
- Eligible employees who choose not to take advantage of this benefit may not request payment or schedule/load adjustments in lieu of taking paid leave. No unused parental leave will be paid upon the termination of employment.
- For staff members, if a scheduled holiday or closure falls within the leave period, the day(s) will count as a holiday or closure.

Special Considerations for less than 12-month Faculty and Staff:

In the event of a childbirth or adoption occurring during a period in which a faculty or staff member would not normally be scheduled to work (e.g. Christmas break, the summer months, etc.), this paid parental leave benefit will only apply for any balance of the 12 weeks that the employee would otherwise have been expected to be back to work. For example, if a faculty member gives birth or adopts two weeks before the start of the fall term, they would receive 10 weeks of paid parental leave beginning at the start of the fall term. If the paid parental leave period ends during a semester, the faculty member has the option to either take a leave of absence without pay for the rest of the semester, or return fully to work, unless there is a need for short-term disability benefits.

Arranging teaching and advising replacement during the semester(s) a faculty member is out on leave is the responsibility of the department chair, in consultation with Academic Affairs.

An untenured faculty member who becomes the parent of a child through birth or adoption during the tenure probationary period shall be entitled to a one-year extension of the probationary period. (This is in addition to any other extension to which a faculty member is entitled in accordance with the faculty handbook.) An untenured faculty member who may qualify for an extension shall notify the vice president as soon as the need for an extension becomes apparent, but in no event later than June 30 of the year prior to the academic year in which the tenure review would otherwise occur. Such requests will be addressed in accordance with the general policy on requests for extension set forth in the faculty handbook.

Requesting Parental Leave

Faculty

Faculty who will be requesting Parental Leave under this policy must notify the department chair, the vice president for academic affairs, and human resources as soon as the need for such leave is foreseeable. In order to request leave for the fall term, leave must be requested no later than May 1 of the previous term. For leave in the spring term leave must be requested no later than September 1 of the previous term. The College reserves the right to deny or delay the granting of paid parental leave where notice is not given in a timely fashion.

Staff

Eligible staff must request parental leave in writing to their supervisor and human resources at least 120 days in advance of the requested leave start date (or as early as possible in the planning phase of an adoption process). Human Resources approves staff requests for parental leave. The College reserves the right to deny or delay the granting of paid parental leave where notice is not given in a timely fashion.

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 work 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). 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 qualify 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.

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.

Vacation

Please see the updated Vacation Leave Policy, updated January 1, 2026, [here](#).

Virginia Donor Leave

Eligible employees may take leave for the purpose of donating one or more of their organs, including bone marrow, to be medically transplanted into the body of another individual. Written physician verification of medical necessity for the donation of an organ or bone marrow by the eligible employee to take VA Donor Leave will be required. Employees may be eligible for:

1. *Organ donation*: up to 60 business days of leave in any 12-month period to serve as an organ donor.
2. *Bone marrow donation*: up to 30 business days of leave in any 12-month period to serve as a bone marrow donor.

Employees are eligible if they have worked for at least a 12-month period and 1,250 hours during the preceding 12 months. We use the same 12-month period definition as our Family and Medical Leave Act (FMLA) policy.

VA Donor Leave is separate from an employee's rights under the FMLA within the same year. Health insurance for eligible employees continues during organ donor leave and employees are responsible for paying their portion of the premiums during leave. Eligible employees are entitled to be restored to the same or an equivalent position and retaliatory action for taking organ donor leave is prohibited.

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 is below. When onboarding, employees will receive full information of eligibility and details of these benefits. For the most current list and benefit notices, visit the Human Resources web page.

- Conversion of Group Plans (COBRA)
- Coverage Continuation during Leaves of Absence
- Dental Insurance Plan
- Education Assistance Programs
- Employee Assistance Program
- HealthAdvocate
- Life Insurance
- Long Term Disability Insurance
- Medical Insurance Plan with Rx benefit
- Parental Leave
- Post-Retirement Medical Benefit ([See Appendix D](#))
- Retirement Plan
- Short-Term Disability Benefits
- Section 125 Flexible Savings Plans
- Social Security Insurance
- Unemployment Insurance
- Vision Insurance
- Wellness Program
- Worker's Compensation Insurance

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.

Continuing or Converting Your Insurance Coverage

When 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. Rights to continue coverage is governed by a federal law known as "COBRA." Contact Human Resources regarding "COBRA" rights and benefits. You also have the right to convert your group life insurance policy to an individual policy upon termination of your employment.

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

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 AVP for 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

1. 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.
2. Continued eligibility and reimbursement are contingent upon full-time employment with Roanoke College and continued good performance.

Approved Programs/Courses

1. Tuition reimbursement is available for courses offered by fully accredited colleges or universities. This includes independent-study, self-study, and on-line degree courses.
2. 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

1. Tuition will be reimbursed in accordance with this policy upon successful completion of courses, up to the following amounts:
 - a. \$2,000 per calendar year for each staff member for a maximum of three (3) years.
 - b. 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.
2. Employees must provide a copy of the receipt showing payment for the course(s).
3. 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.
4. 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

1. 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.
2. 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:
 - a. 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.
 - b. An official transcript showing the grade for the course.
 - c. The original Application for Course Approval form signed by the employee's Divisional VP.

Degree or Certificate Programs

1. 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.
2. Applications approved by the VP must be submitted to the AVP for Human Resources for approval. Copies of the program curricula must still be attached.
3. 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.
4. A copy of the approved Application for Program Approval must be submitted with each Application for Course Approval.
5. A copy of the approved Application for Program Approval must also be submitted for reimbursement.
6. Course-work must be completed outside of the employee's normal working hours unless otherwise approved by the VP and the AVP for 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 this program at any time.

Employee Assistance Program

The College offers free, confidential, short-term counseling, crisis intervention, referral and follow-up services for employees and their families through Anthem EAP. The phone number is 844-451-1579. Additional information is available in Human Resources.

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.

Wellness Program

The College offers a wellness program available to benefit-eligible employees and spouses covered by the College's group health insurance plans. Challenges, education, and support are built into the MaroonsRWell program. For more information, contact Human Resources.

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 ensure 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.

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 are merely examples meant for our 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. 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 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 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

Please see the updated Separation of Employment Policy, updated January 2026, [here](#).

CHAPTER 11 – SUMMARY AND CLOSING WORD

This Handbook contains a summary of the principles of the College, the benefits currently provided 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

Bias, Harassment and Discrimination Policy

Roanoke College is committed to creating and maintaining a campus environment that fosters respect for others and is free from intolerance directed toward individuals or groups. It is within our mission to promote and develop an inclusive campus climate which seeks harmony and cross-cultural communication, encourages and embraces differences, recognizes values, and affirms all community members. Students, faculty, and staff all play a vital role in creating living and learning spaces that are free from bias, harassment, intimidation and hate and as such are expected to abide by this policy. If you have experienced or witnessed conduct counter to an inclusive community or in violation of this policy, please follow the process below.

Incidents of Bias

Bias is defined in this policy as prejudice in favor of or against one thing, person or group compared with another, usually in a way considered to be unfair. Any form of bias is in contradiction with Roanoke College's commitment to inclusive excellence. Bias may be explicit (conducted with intent) or implicit (outside the person's awareness and/or unintentional).

Roanoke College generally permits the free expression of ideas, even if they are unpopular, because this is vital in promoting learning in an educational setting. Freedom of speech can sometimes protect controversial ideas and sometimes even offensive and hurtful language. Roanoke College, however, will not tolerate speech that includes personal threats, discriminatory conduct or other acts of misconduct that violate Roanoke College's Equal Opportunity or Discrimination policies, the Student Code of Conduct, other College policies or relevant federal and state laws.

Bias Incident Defined

A bias incident is defined in this policy as any act that appears and/or is perceived by the targeted person(s) to be motivated by hostility toward one or more protected classes such as 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. This includes, but is not limited to, slurs, micro-aggressions, graffiti, written messages, or images that express bigotry, harassment, or intimidation toward others based on a protected class.

Hate Act

A hate act generally involves (1) violence, threat of violence, or actions that are likely to incite violence, or other serious violations of college policy that are (2) motivated by bias against a protected class, and (3) have the purpose or reasonably foreseeable effect of dehumanizing, or intimidating those persons or groups.

Hate Crimes

Hate crimes are defined and adjudicated by federal, state, and local governments. The U.S.

Federal and Commonwealth of Virginia both have laws specifically addressing "hate crimes." Generally stated, hate crimes include crimes committed on the basis of the victim's perceived or actual race, color, religion, national origin, sexual orientation, gender, gender identity or disability. Roanoke College encourages persons who are victims of a hate crime to contact local police and to press charges if warranted. Once initiated, the legal process and the on-campus conduct processes function separately.

Please let us know if you have any questions or concerns about whether conduct may constitute a hate crime. We will help as best we can. But we also emphasize that Campus Safety and/or the law enforcement should be contacted for information about hate crimes.

Acts of Discrimination or Harassment

Incidents of bias may include discrimination and/or harassment. Discrimination generally occurs when an individual is treated adversely because of membership in one of the protected classes. Harassment is generally described as any conduct that creates an unwelcoming or hostile environment for these same groups. The College prohibits acts of Discrimination or Harassment by and against faculty, staff and students.

Sexual Harassment and Sexual Misconduct are addressed more fully in the College's Sexual Misconduct and Title IX Policy.

Retaliation

Roanoke College strictly prohibits retaliation by any faculty, staff or student against a person who makes a report of an alleged violation of this policy, assists someone with a report, or participates in any aspect of the investigation or resolution of a report. Retaliation includes threats, intimidation, or reprisals. For example, it would be retaliatory to intimidate a witness or to shun a person from a student organization in retribution for making complaints. It would also be retaliatory to use social media as a means to negatively influence the reporting party or witnesses. Acts of retaliation are subject to the standard disciplinary procedure set forth in the Code of Conduct, Faculty Handbook, or Staff Handbook.

Examples of Prohibited Conduct

Examples of prohibited conduct, which may be intentional or unintentional, include microaggressions; degrading, public tirades; deliberate humiliation on the basis of one of the protected classes; offensive comments or conduct such as inappropriate "jokes," hate words, comments about a person's appearance, deliberate desecration of religious articles or places; unwanted proselytizing; insults to an older person about loss of personal and professional competence; using a racial, ethnic, or other slur directly toward someone, to identify someone, or to target someone such as leaving a message on a door; imitating someone with any kind of disability; drawing or creating pictures that imitate, stereotype, or belittle/ridicule someone because of their association (real or perceived) with one of the protected classes; racist or derogatory graffiti or images/drawings or vandalizing the personal property of someone who is a member of one of the protected classes.

Reporting Process

To report an alleged incident, please refer to the bias reporting form found on the Dean of Student Bias Reporting page. Faculty and staff are to use the same form students use. This form may also be used for those who are a current member of the campus community, or not, such as alumni, volunteers, contractors, or other campus visitors ("Community"). Incidents may be reported anonymously. However, it may be more difficult to investigate and resolve anonymous complaints.

All reports are treated with privacy, discretion and in accordance with federal and campus guidelines. Any personal information obtained during the response process will be subject to disclosure only to the extent required by law, or as required for the college to respond appropriately and to evaluate overall trends in bias reporting. In instances where bias incidents or hate crimes require a campus-wide communication, any impacted individual or groups will be in communication with campus administrators to determine how to balance confidentiality with transparency.

What Happens Following a Report

Complaints will initially be evaluated by the Assistant Dean of Students, Associate Dean for Academic Affairs and Administration, and the AVP for Human Resources. Campus Safety may also be contacted to support incident or hate crime investigation as needed.

The person making the complaint will be contacted promptly to gather more information about the incident, to determine whether immediate support, resources or interventions are needed, and to discuss process.

After discussion of the complaint, cases will be assigned to one of the following areas:

1. Complaints against students will be investigated and resolved within the Division of Student Affairs. When appropriate, complaints will be handled through formal processes utilizing the Student Code of Conduct. Other complaints may be more appropriately handled through a less formal process or mediation. Complaints against students brought by non-students may require collaboration with appropriate offices outside of Student Affairs.
2. Complaints against faculty will be investigated and resolved within the Division of Academic Affairs using the Policy for Student Complaints Involving Faculty Members, Section 5.4 of the Faculty Handbook. Complaints by staff or members of the community against a faculty member will be investigated and resolved according to the Prohibition of Unlawful Conduct, Discrimination, Harassment, and Retaliation policy, found in section 4.18 of the Faculty Handbook, and any other applicable policies in the Faculty Handbook, depending on the nature of the alleged conduct.
3. Complaints against staff members by students, faculty, or the community will be investigated and resolved using the Prohibition of Improper Conduct, Bias, Discrimination, Harassment, and Retaliation policy found in Chapter 2 of the Staff

Handbook, and any other applicable policies in the Staff Handbook, depending on the nature of the alleged conduct.

After the initial review and assignment of the complaint to either the Assistant Dean of Students, Assistant Vice President for Academic Operations, or the Associate Vice President for Human Resources, the complaint coordinator will send an e-mail to their Divisional Leader and the Vice President for Community, Diversity, and Inclusion that will summarize the complaint and the planned path of investigation/resolution. If a hate crime is suspected, Campus Safety will take lead on the investigation and coordinate with local police as necessary. The Vice President for Community, Diversity, and Inclusion will work in tandem with Campus Safety, Marketing and Communications and other constituents to provide leadership in the event a college wide response is appropriate.

Complainants will be informed of final resolutions in the case, in accordance with the policy/procedure used to resolve the complaint and applicable law.

Outcomes

The outcome of a complaint may include one or more of the following.

- **Individual or Group Meetings with impacted parties:** confidential meetings to gather more information and support impacted individuals or groups immediately after bias incidents and/or hate crimes.
- **Resource Referrals:** identification of and referral to appropriate support services and resources (on- or off-campus).
- **Informal Resolution:** strategies for informal mediation through restorative justice or dialogue approaches. All parties must agree to an informal resolution and the outcomes or the case will move to a formal resolution.
- Formal resolution: When informal resolution is not an option. May result in sanctions on the person(s) found responsible which may include re-education, community service, financial restitution, suspension, termination, expulsion, etc.
- **Prevention & Outreach:** efforts toward campus awareness through marketing materials and training.
- Reporting of incidents according to federal, state, and local guidelines.

Appeal Process

The person(s) subject to sanction or other resolution will receive a notification of the outcome after the determination is made. This notification will include information about where to direct an appeal. Appeals will be conducted in accordance with the processes outlined in the Student Handbook, Faculty Handbook, and Staff Handbook, as appropriate to the complaint.

Comprehensive Analysis of Bias Reports

As needed, and formally once per year the Bias Evaluation Team (BET) will meet to review all reported bias complaints. Reports will be redacted to protect confidentiality. This team will consist of:

- Vice President for Community, Diversity, and Inclusion and Chair of the BET
- Dean of Students
- Assistant Dean of Students
- Assistant Vice President for Academic Operations
- Associate Vice President for Human Resources
- Director of Campus Safety
- A member of the Diversity and Inclusion Steering Committee (DISC)
- Two students selected by the BET Chair to serve one-year terms

The BET will assess and evaluate trends in bias across campus and recommend actions. The Chair of BET will bring the recommendations of the committee to Cabinet for further evaluation, and assignment of action items to appropriate areas across campus as needed.

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 according to IRS and benefit plan provisions. Qualifying individuals may:

1. Take courses for credit, audit, or pass/fail without charge for tuition.
2. 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 by submitting the form on Form Finder.
 - a. For an academic year, requests are due on or before December 31st prior to the academic year requested. For example, if your dependent is enrolling in the 2023-2024 academic year then the request is due on or before December 31, 2022.
 - b. For summer school only, requests are due by April 1st preceding the summer term. For example, if your dependent enrolled at Roanoke College or another college would like to take 2 summer school classes at Roanoke College during the summer of 2023 then the request is due by April 1, 2023. Summer school requests may also be included along with an academic year request as described above.
2. All participants must apply and be accepted as a student to Roanoke College, through regular admissions processes. All application fees must be paid by the applicant. It should be noted that applying for educational benefits through Human Resources does not guarantee admission as a student to the College.
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. Intensive Learning (IL) term courses are for degree seeking students only. No tuition is charged for the first Intensive Learning course for a degree seeking student. However, travel and other fees, if any, would be paid by the student.

III. RETIREES

Employees retiring who have reached age 60 and 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 they or a dependent is enrolled through this plan, tuition remission benefits end on the last day of work. Tuition owed will be prorated for the balance for the remainder of the term and will be charged to the employee.
2. All participants in this program must apply for admission to Roanoke College through 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 employee or 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, divisional Vice President, and AVP for 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 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.
10. Students enrolled at Roanoke College through tuition remission may apply their remission benefits to study abroad on Roanoke College exchange programs. Tuition remission benefits cannot be applied to study abroad on Roanoke College affiliated programs. Depending on their family circumstances, students wishing to enroll in affiliated programs may be eligible for Roanoke College financial aid and should consult with a financial aid counselor.

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 the Financial Aid Office, Human Resources Office, and 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:

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.

Marijuana – Possession. Any person who possesses on his person or in any public place marijuana or marijuana products in excess one ounce is subject to a civil penalty of no more than \$25. With the exception of a licensee in the course of his duties related to such licensee's marijuana establishment, any person who possesses on his person or in any public place more than one pound of marijuana or an equivalent amount of marijuana product as determined by regulation promulgated by the Board is guilty of a felony punishable by a term of imprisonment of not less than one year nor more than 10 years and a fine of not more than \$250,000, or both.

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 AVP for 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

Please see updated Appendix D, updated December 31, 2025, [here](#).

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.

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)



ROANOKE COLLEGE

ROANOKE COLLEGE STAFF HANDBOOK

JANUARY 2026

OFFICE OF HUMAN RESOURCES