

WASHINGTON AND LEE UNIVERSITY

Employee Handbook



Human Resources
Revised September 2019

ACKNOWLEDGEMENT OF RECEIPT OF HANDBOOK

I acknowledge receipt of Washington and Lee University's Employee Handbook. I understand that it is my responsibility to read and comply with the policies and procedures contained in this handbook and any revisions made to it by the University.

In particular, I acknowledge that I have read and understand the University's Policies on Prohibited Discrimination, Harassment, and Retaliation Other than Sex and Sexual Discrimination and Misconduct, as well as the University's Protocol on Mandatory Reporting of Suspected Child Abuse/Neglect.

I understand that this handbook supersedes all previous versions that the University has issued. Further, I understand that because the University may add, modify, delete or otherwise change provisions of the handbook, I should contact the Office of Human Resources to obtain current information regarding the status of any particular policy, procedure or practice.

Employees' Signature

Date

Employee's Name (Please Print)

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ABOUT THIS HANDBOOK

This handbook is intended as an explanation and description of Washington and Lee University's policies and employee benefits. It is not intended, nor should it be construed as, an employment contract, and it does not create any binding obligation. The descriptive materials contained in this handbook are only summaries, and any discrepancies between these summaries and the terms of the actual plans, or plan documents, must be governed by the actual terms of the more detailed plans and plan documents. Like any other compilation of general information, certain portions of the handbook may become outdated. You should check with the Office of Human Resources or the Office of the Provost to be sure you have current information before taking action based on any specific information in this handbook. It is your responsibility to confirm the status of policies or other information. This handbook is available in a hard-copy version from Human Resources or on the Human Resources and Provost's Office websites. The Web version will be the most up-to-date.

The Employee Handbook (<http://go.wlu.edu/employee-handbook>) contains employment-related policies applicable to both faculty and staff employees of W&L. The Employee Handbook also contains certain employment-related policies applicable only to staff. The Faculty Handbook (<http://go.wlu.edu/facultyhandbook>) contains certain employment-related policies applicable only to faculty. Beyond the handbooks, the W&L Code of Policies (<http://go.wlu.edu/policies>) contains additional university policies that govern various aspects of employment and university operations. Where a policy appears in either or both handbooks and the Code of Policies, the code is the authoritative source. Faculty and staff employees should familiarize themselves with all applicable handbook provisions and university policies, as well as other applicable university practices and department/school rules and procedures.

Washington and Lee is an at-will employer, and this handbook in no way precludes, limits, alters or otherwise restricts the University's at-will-employer status. Staff and administrative employees have the right at any time to terminate their employment with or without good cause, and Washington and Lee reserves the same right to terminate employment with or without cause. No University official has authority to make any agreement to the contrary.

Washington and Lee University reserves the right at any time to modify, revoke, suspend, terminate or change, either retroactively or prospectively, any and all terms of this handbook, plans, policies or procedures, in whole or in part. However, W&L will make every effort to notify all affected employees when such changes or modifications are made. Except for W&L benefit documents, the policies contained in this handbook are intended to supersede the policies and procedures that existed prior to the date of this handbook. All prior policies and procedures are, therefore, null and void except where the University has agreed otherwise.

INTRODUCTION

Welcome from the President

By accepting employment at Washington and Lee University, you have chosen to work at one of the finest liberal arts colleges in the nation. Washington and Lee has long prided itself on being a warm, friendly, open community that strives for excellence, with a caring staff that is involved in the life of the University. Washington and Lee has earned a reputation as a place unique in the national educational scene for many reasons. The depth and breadth of its curriculum, combining the traditional liberal arts with pre-professional programs in business and journalism; the School of Law, one of the smallest, nationally recognized legal programs in the country; the student-run Honor System; the emphasis on leadership, integrity and service; and the close-knit community explain why so many students don't want to leave the W&L campus after graduation.

I hope you will have a rewarding experience while working at Washington and Lee. Our employees are one of the University's most valuable resources, and we strive to provide you with the services, benefits and information you need to perform your job. Today's workforce is diverse, and our employees have a varied and broad array of skills, all of which contribute to the student experience and the work environment.

Washington and Lee understands that our employees are often balancing complex work and family lives. Working at the University provides you with various benefits, many of which this handbook describes. As an employee, you have health care and other benefits choices, work-life resources and time-off options to help you manage your work and family life commitments. I encourage you to take advantage of these and other opportunities and resources that are available to all employees.

This handbook has been developed to inform you of your benefits and responsibilities as W&L employees, and to acquaint you with the variety of services and facilities available to you at W&L. This Employee Handbook serves as a convenient reference for matters of employee interest and concern. By reading this handbook and being an informed, responsible member of the W&L community, you can contribute significantly to W&L's success and strengthen the University's excellent reputation as a fine liberal arts institution.

I would like to thank you for your contribution to the success of the University. I hope that your association with W&L will be long and rewarding.

Sincerely,

William Dudley
President

ABOUT WASHINGTON AND LEE UNIVERSITY

Mission Statement

Washington and Lee University provides a liberal arts education that develops students' capacities to think freely, critically and humanely and to conduct themselves with honor, integrity and civility. Graduates will be prepared for lifelong learning, personal achievement, responsible leadership, service to others, and engaged citizenship in a global and diverse society.

Statement of Philosophy

Washington and Lee University has two preeminent objectives: one, to dedicate all its resources to developing in its students the capacity and desire to learn, to understand, and to share the fruits of their intellectual growth; two, to pursue its educational mission in a climate of learning that stresses the importance of the individual, personal honor and integrity, harmonious relationships with others, and the responsibility to serve society through the productive use of talent and training. Independent, non-sectarian and privately endowed, it comprises three divisions: one graduate, the School of Law, and two undergraduate, the College and the School of Commerce, Economics, and Politics. With a rich heritage from the past and a history spanning more than two centuries, the University has a profound sense of tradition; likewise, it has a firm commitment to the ideal embodied in its motto, *non incautus futuri* (not unmindful of the future), and therefore remains responsive to changes and innovations that contribute to the realization of its aims.

Convinced that it helps to meet a vital need in American higher education by offering undergraduate preparation in the arts and sciences of the highest possible quality, Washington and Lee provides a program that demands both broad exposure to the principal areas of human knowledge and intensive exploration of a single field or discipline. It requires students to have competence in the use of English and familiarity with a second language; appreciation of the values of the human experience as derived from a study of the liberal arts and the social sciences; mastery of the rudiments of mathematical reasoning and understanding of the nature of scientific inquiry; and, in keeping with the ancient idea of *mens sana in corpore sano* (a healthy mind in a healthy body), development of physical fitness and dexterity. It further requires completion of a major in one of more than 30 subjects, designed to enable the student to explore in depth a significant body of knowledge and to grow in mental discipline and the capacity to deal with complex ideas and issues. The curriculum as a whole is both broad and exceptionally open to applied work, as in business, journalism and engineering science. Through the regimen of general and concentrated studies, the University seeks to encourage originality and creativity and to nurture all the qualities of a liberally educated mind, among them intellectual curiosity and unbiased judgment, critical and analytical power, clarity of thought and precision of language, patience and open-mindedness, love of excellence, and a desire to understand the world in which we live.

The University recognizes teaching as its central function. It believes that the personal association of its students with a highly qualified and motivated faculty holds the greatest promise of inspiring in them a respect and thirst for knowledge that will continue throughout their lives. It seeks, therefore, to organize its instructional program in small classes and to encourage personal attention and a close relationship between teacher and student. It recognizes, too, that a faculty of eminent teacher-scholars is essential to the achievement of its educational purposes and to the success of its academic programs. Accordingly, it

seeks to maintain a faculty of men and women who gladly accept the challenge to teach effectively and whose scholarship and professional development are vigorous and growing. It endeavors to compensate its teacher-scholars in ways appropriate to their training, skill, experience and effectiveness in aiding the development of their students. Moreover, because it recognizes research, scholarly investigation and creative achievement as proper companions to the most effective teaching processes, Washington and Lee attempts to provide ways and means by which its faculty members may pursue their scholarly and creative interests, and by which its students may be properly introduced to the tools, techniques and methodology used to increase knowledge and understanding, and may be stimulated to become involved themselves in the process of generating knowledge.

Washington and Lee is selective in its enrollment of students. It chooses young men and women with the highest qualities of intellect, character and the promise of future achievement, and it seeks to create a student body that is geographically, socially and economically diverse but unified as an aristocracy of talent. It imposes no other barriers to admission. For all those qualified to undertake its exacting degree programs, the University seeks to render whatever financial assistance may be needed for their enrollment.

Through an effective program of self-government, Washington and Lee attempts to involve its students in responsible participation in the affairs of the University. It grants considerable autonomy to them in the governance of their own affairs and the management of clubs and social organizations. Through such means as Omicron Delta Kappa, founded on the campus and annually recognized at a University convocation, it seeks to encourage the development of the capacity for leadership that traditionally has been a distinguishing trait of Washington and Lee graduates. More important still, it gives to the student body final responsibility for the Honor System, which has been a powerful and central force throughout the University from its very beginning during the Lee presidency. It rests on the fundamental principle that a spirit of trust pervades all aspects of student life. Finally, aware of the great men whose names it bears, the University seeks to develop in its students the qualities of mind and spirit they exemplified and demonstrated in their regard for personal honor and integrity, for duty, for tolerance and humility, and for self-sacrifice on behalf of their fellow citizens.

Because it believes that student activity outside the classroom may contribute as much to self-fulfillment as that inside, the University devotes a substantial part of its resources to enhancing the intellectual and artistic life of the campus at large and providing extensive athletic and recreational programs. From both special and general endowments, it funds a wide variety of lectures by distinguished visiting speakers, and it supports a rich array of programs and exhibits in music, drama, film, painting and sculpture. Insofar as its location and resources allow, it seeks to establish itself as a center of intellect and culture extending beyond the boundaries of its campus, bringing both direct and indirect benefits to the surrounding community and providing a series of summer programs that attract executives, business families, elderly citizens and alumni from all parts of the country. In athletics, it emphasizes the development of the student-athlete, maintains a balanced program in a broad range of both intercollegiate and intramural sports, and encourages the use of its recreational facilities for individual and group exercise.

To determine how well it achieves its aims, the University engages in almost continuous self-examination. The Board of Trustees regularly reviews, through its standing committees, the policies governing the life of the University, modifying them when there is good reason to do so. At the departmental level, course offerings and major requirements are regularly reexamined for the purpose of

improving academic programs. Each year, virtually every aspect of the University comes under some form of review by standing and ad hoc committees addressing various questions and making recommendations, or by members of the faculty and administration drafting grant proposals for financial assistance. From alumni, both individually and corporately in a board of directors and regional chapters, come comments and suggestions for further strengthening of the University. It is in these alumni, in fact, and in their achievements, their loyalty and their generosity that the University finds the primary evidence of its success in reaching its goals.

Washington and Lee: A History

Washington and Lee is a small, private, liberal arts university nestled between the Blue Ridge and Allegheny Mountains, in Lexington, Va. It is the ninth-oldest institution of higher learning in the nation.

In 1749, Scotch-Irish pioneers who had migrated deep into the Valley of Virginia founded a small classical school called Augusta Academy, some 20 miles north of what is now Lexington. In 1776, the trustees, fired by patriotism, changed the name of the school to Liberty Hall. Four years later, the school moved to the vicinity of Lexington, where in 1782 the Virginia legislature chartered it as Liberty Hall Academy and empowered it to grant degrees. A limestone building, erected in 1793 on the crest of a ridge overlooking Lexington, burned in 1803; its ruins are preserved today as a symbol of the institution's honored past.

In 1796, George Washington saved the struggling Liberty Hall Academy when he gave the school its first major endowment—\$20,000 worth of James River Canal stock. The trustees promptly changed the name of the school to Washington Academy as an expression of their gratitude. In a letter to the trustees, Washington responded, "To promote the Literature in this rising Empire, and to encourage the Arts, have ever been amongst the warmest wishes of my heart." The donation—one of the largest to any educational institution at that time—continues to contribute to the University's operating budget today.

In 1813, the name of the academy was changed to Washington College. By then, the college was established on its present grounds. A statue of Washington (known as "Old George"), carved by Matthew Kahle from a log found floating in the nearby Maury River, was placed on the pinnacle of Main Hall, now known as Washington Hall, in 1844.

Robert E. Lee reluctantly accepted the position of president of the college in 1865. Because of his leadership of the Confederate army, Lee worried he "might draw upon the College a feeling of hostility," but he also added, "I think it the duty of every citizen in the present condition of the Country, to do all in his power to aid in the restoration of peace and harmony."

During his brief presidency, Lee invited Judge John White Brockenbrough to bring to the college his Lexington Law School, which he had established in 1849; encouraged development of the sciences; and instituted programs in business instruction that led to the founding of the School of Commerce in 1906. He also inaugurated courses in journalism, which developed by 1925 into the School of Journalism—now the Department of Journalism and Mass Communications. These courses in business and journalism were the first offered in colleges in the United States.

After Lee's death in 1870, the trustees voted to change the name from Washington College to Washington and Lee University. Once an all-male institution, Washington and Lee first admitted women to its Law

School in 1972. The first undergraduate women matriculated in 1985. Since then, Washington and Lee has flourished. The University now boasts a science building, a performing arts center and an indoor tennis facility.

During the 1998-99 academic year, Washington and Lee University observed its 250th anniversary with a year-long, national celebration.

The Honor System at Washington and Lee University

Honor is the moral cornerstone of Washington and Lee University. The commitment to honor is recognized by every student, faculty member, administrator and staff member of the University. Providing the common thread woven through the many aspects of this institution, honor creates a community of trust and respect affecting fundamentally the relationships of all its members.

Speaking Tradition

An especially eloquent description of the University's speaking tradition is found in this excerpt from the late President John W. Elrod's inaugural address (Oct. 21, 1995):

We are more than just fortunate to have received from those who have been here before us the legacy of an honor system, which keeps alive this virtue in our daily affairs. Civility is no less a practiced virtue at Washington and Lee when it is at its best. The speaking tradition calls for the ordinary courtesy of greeting each other in our daily commerce. It is a simple act, but one whose meaning and value we should not underestimate.

Our daily greetings should reflect the commitment that we will not be strangers to each other; that we will know and care for each other as friends and not as strangers.

But the familiar greeting is only one way in which we interact with each other through language. We speak with, about and to each other in so many ways: in class, in our newspapers, in casual conversations in the Snack Bar or on the Colonnade, in fraternity houses, in faculty offices, in social settings and on the playing fields. It is vital to the academic community that we show respect for each other in the language that we use. Civility elevates the respect for each other, called for by the Honor System with regard to truth-telling and property, into our daily conversations with each other. The tradition of civility means that we will show respect for each other not only regarding each other's physical and intellectual property, but also in the way that we relate to each other through language. Language is perhaps the most fundamental form of human interaction, and in practicing the virtue of civility, we show respect for each other in this essential form of community life.

Statement of Ethical Principles

The ethical principles of Washington and Lee University derive from one of the two fundamental objectives of the University, as set forth in its expanded mission statement: "To pursue its educational mission in a climate of learning that stresses the importance of the individual, personal honor and integrity, harmonious relationships with others, and the responsibility to serve society through the productive use of talent and training."

Faculty and staff employees of the University are expected to commit themselves to these fundamental institutional objectives and to uphold the highest ethical standards while acting on behalf of Washington and Lee University in discharging its business and academic affairs.

Statement of Commitment to Diversity

(As adopted by the Board of Trustees, February 11, 2018)

Washington and Lee affirms that diverse perspectives and backgrounds enhance our community. We are committed to the recruitment, enrichment, and retention of students, faculty, and staff who embody many experiences, cultures, points of view, interests, and identities. As engaged citizens in a global and diverse society, we seek to advance a positive learning and working environment for all through open and substantive dialogue.

Statement on Response to Bias Incidents

Washington and Lee University strives to be a diverse and inclusive community. It draws intellectual and social strength from the range of knowledge, opinion, belief, and background of its members, whether of age, ancestry or ethnicity, color, creed, disability, gender, gender identity, gender expression, genetic information, immigration or citizenship status, marital status, national origin, race, religion, religious practice, sexual orientation, or veteran's status.

Bias incidents - - incidents that one could reasonably conclude may intimidate, mock, degrade, or threaten individuals or groups because of actual or perceived inclusion in any of the categories or statuses listed above - - can adversely affect the members of our University community and undermine the climate of civility and respect necessary to achieve and maintain a diverse and inclusive community. The University is therefore committed to responding promptly and effectively, as appropriate, to bias incidents reported by members of the University community.

Non-Discrimination/Equal Employment Opportunity Statement

In compliance with Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and all other applicable non-discrimination laws, Washington and Lee University does not discriminate on the basis of race, color, religion, national or ethnic origin, sex, gender identity, gender expression, sexual orientation, age, disability, veteran's status, or genetic information in its educational programs and activities, admissions, and with regard to employment. Inquiries may be directed to Lauren E. Kozak, Title IX Coordinator, Elrod University Commons 212, (540) 458-4055, kozakl@wlu.edu, who is designated by the University to coordinate compliance efforts and carry out its responsibilities under Title IX, as well as those under Section 504 and other applicable non-discrimination laws. The Coordinator has designated the following Title IX Assistant Coordinator: Mary E. Main, Executive Director of Human Resources, Two South Main 109, (540) 458-8920, mmain@wlu.edu. Inquiries may also be directed to the Assistant Secretary for Civil Rights, U.S. Department of Education.

WORKING AT WASHINGTON AND LEE

Office of Human Resources

(<http://go.wlu.edu/humanresources>)

The Office of Human Resources engages with the Washington and Lee community in an inclusive and professional manner providing consultation, guidance and resources to recruit, develop and support diverse and highly skilled employees. Human Resources is committed to providing quality programming and services to promote a workforce that is the foundation of the W&L student experience.

Recruitment and Job Postings

To fulfill its mission, Washington and Lee University must have a staff of the highest caliber, one that strives for excellence and is committed to the ideals and goals of the University. The University is committed to a vigorous program of faculty, staff and student recruitment that will create a diverse community of employees devoted to furthering the educational aims of the institution. Announcements of vacant positions are placed on the website of the Human Resources Office at <https://go.wlu.edu/jobs>.

Current employees must have satisfactory performance in order to apply for a different position on campus. Hiring managers are responsible for informing internal candidates when they are a finalist for a posted position. At that point, internal candidates are required to inform their current supervisor that they are a finalist for a different position.

Hiring Managers are required to check references on all new hires, job transfers, and promotions.

Internal promotions of highly qualified individuals whose careers at Washington and Lee have prepared them for specific vacancies will be permitted without a search when the head of the administrative department or division identifies a current employee whose specific skills qualify him or her for the promotion. And, on occasion, the University may make an appointment without conducting a full search to meet a strategic objective. Such promotions/appointments will require the review of the Executive Director of Human Resources, the appropriate vice president or dean and the vice president for Finance and Administration.

Human Resources confirms by letter all benefit eligible non-faculty appointments as well as all promotions, job transfers and changes in employee status. Appointment letters for faculty are prepared by the Provost or Deans' offices. Before being placed on the payroll, new employees must complete the necessary tax and payroll forms at the Human Resources Office.

Employment Categories

- **Full-time**—Employees who work in positions that are approved for 35 hours per week or more for at least nine months of the year (a minimum of 1,365 hours per year), employees who have reduced their hours as part of an approved phased retirement arrangement.

Undergraduate faculty in this category teach at least five courses per academic year and have other

administrative responsibilities such as advising.

Law faculty in this category teach an average of ten credit hours per academic year, and devote substantial time to one or more of the following responsibilities (as appropriate for their tenured, tenure-track or visiting status): student engagement outside of class; legal scholarship; faculty governance; legal clinic, immersion program, or other administrative duties; service to the law school, University, legal profession, and the public.

- ***Part-time with partial benefits*** — Employees who work in positions that have been approved for less than full time, but at least 1,000 hours per year. Only certain benefits are provided for employees in these positions.

There are no part-time positions with partial benefits for undergraduate faculty.

Law faculty who fall into this category teach at least seven credit hours per academic year, and devote substantial time to one or more of the following responsibilities: legal clinics, immersion program, or other administrative duties; service to the law school, University, legal profession, and the public.

- ***Part-time*** — Employees other than the two categories defined above. Employees in this category cannot exceed 999 hours in each anniversary year and cannot exceed 29 hours of work per week. Only those benefits mandated by law are provided (FICA, workers' compensation, unemployment insurance).
- ***Seasonal*** — Employees who are hired to work for less than six months only at certain times of the year in annually recurring work. For example, employees who are hired to work in the University Store during book rush or in University Facilities on the summer grounds crew are seasonal employees. Only those benefits mandated by law are provided (FICA, workers' compensation, unemployment insurance). Seasonal employees cannot work more than 999 hours per anniversary year but are not limited to 29 hours of work per week.

Orientation

To support new employees, the University offers three distinct orientation sessions. The first session discusses benefits, university policies and other employment related information. The second session the Live Well W&L wellness program. The third session, a full-day orientation held bi-annually, is an opportunity for employees to meet other new employees as well as meet and hear from the university's senior leadership team, hear about the university's mission, values and strategic plan. Each employee's offer letter will provide dates for each of the three orientation sessions, and HR will also share these dates with the new employee's supervisor.

University Cards

<https://go.wlu.edu/universitycard>

A Washington and Lee University Card is issued to each new benefit-eligible employee and to part-time employees who work consistently at least 10 hours per week, 9 months per year. This card allows access to the

athletic facilities and the libraries and opens some doors on campus. The University card is not an official identification document outside of the university community.

Work Hours and Meals

Most full-time employees are scheduled to work either a 35-hour or 40-hour week. These hours may vary, but the standard schedule for administrative offices is 8:30 a.m. – 4:30 p.m. Monday through Friday, with an unpaid hour for lunch. Schedules in other areas of the University vary according to the support function performed. Exempt employees work all hours necessary to complete their assignments.

Lunch or meal periods will vary by department and will range from a half hour to a full hour. Meal periods are not paid time unless the non-exempt employee is required to work and remain at the work site.

The University reserves the right to determine the hours of employment when shift work is necessary. Although the University attempts to minimize the disruption of changing shifts, it may need to change shifts from time to time to meet operational needs.

It is also expected that employees be willing to work additional hours and/or overtime when needed. Supervisors will provide this notification as far in advance as possible and will limit recurring overtime requests.

Flexible Work Schedules

With supervisory approval, some flexibility in the starting time of work and lunch breaks is permitted, provided that the business needs of the office and University are met. Supervisors may also provide flexibility in the work week upon consultation with the Executive Director of Human Resources as long as offices remain open during the standard workday (8:30 a.m. – 4:30 p.m., Monday through Friday) and as long as the business needs of the office and University are met. For example, some departments may wish to permit employees to work their 35 or 40 hours in four days instead of five during the summer. Some departments may be able to offer a reduced work schedule during the summer, in which case, salary and benefits would also be prorated during the reduced schedule.

Attendance, Punctuality and Dependability

To maintain a productive work environment, W&L expects all employees to be reliable and punctual in reporting for work and remaining in the office throughout the scheduled workday. When you know about an expected absence, you should notify your supervisor as soon as possible prior to your absence. When you are unable to report to work due to an illness or injury, you must notify your supervisor as early as possible, each day of your absence. Excessive tardiness, absenteeism or unauthorized absence may result in disciplinary action.

No-Call/No-Show

Not reporting to work and not calling to report the absence is a no-call/no-show and is a serious matter. The first instance of a no-call/no-show will result in disciplinary action up to and including termination from employment. No corrective actions will be taken without the direct involvement of Human Resources

in collaboration with supervisors. A supervisor may consider extenuating circumstances when determining disciplinary action for a no-call/no-show (for instance, if the employee is in a serious accident and is hospitalized) and has the right to exercise discretion in such cases.

In the instance of no-call/no-show on two consecutive days the employee is considered to have resigned from their position.

Length of Service and Reemployment

An employee's length of service is defined as the period of continuous employment in an ongoing position beginning with the current period of work, plus any qualified previous service. Such employment is the basis upon which eligibility for benefits is normally determined, although specific programs may impose additional restrictions and waiting periods.

Approved paid absences, such as combined time off, sick leave, short-term disability, parental leave, and military leave, as well as authorized unpaid absences/leaves, do not constitute a break in continuous employment.

Re-employment. If an employee has five years of previous service in a full-time or part-time benefit-eligible position, leaves employment voluntarily, and returns to University employment within two years of the previous termination date, the employee will be reinstated with an adjusted date of hire reflecting the number of years of previous service. Re-hired employees should inform Human Resources immediately upon reemployment of any prior service at Washington and Lee University.

TOTAL REWARDS

Rewards Philosophy

At Washington and Lee we believe in:

- Cultivating a work environment where employees value the day-to-day work experience, differentiating us from other employers.
- Defining rewards as a combination of base pay, benefits, career development, growth and recognition.
- Offering market-based compensation competitive with the appropriate labor markets to attract, motivate and retain high-caliber employees.

The following sections contain information about the total rewards package offered to employees at Washington and Lee.

COMPENSATION

Compensation Philosophy and Objectives

Washington and Lee University strives to maintain a compensation program directed toward attracting, retaining and rewarding a highly qualified and diverse workforce to serve students, faculty and staff. The compensation program focuses the University's efforts on maintaining both external competitiveness and internal equity, making decisions that support the overall rewards philosophy, consistently administering pay policies, and responding to and supporting organizational priorities, changes and needs. A more detailed explanation of program objectives may be found below.

Maintain external competitiveness by developing and maintaining a pay structure based on benchmark market data and pay targeted at the median of our market competitors.

The market for our positions includes those organizations we compete with for employees, or with whom we have decided to compare ourselves. For the majority of positions, we use the top-25 liberal arts colleges (excluding the United States Naval and Military Academies). The list can vary somewhat from year to year, but currently comprises the following schools:

- Amherst College
- Barnard College
- Bates College
- Bowdoin College
- Carleton College
- Claremont McKenna College
- Colby College
- Colgate University
- Davidson College
- Grinnell College
- Hamilton College
- Harvey Mudd College
- Haverford College
- Middlebury College
- Pomona College
- Smith College
- Swarthmore College
- University of Richmond
- Vassar College
- Wellesley College
- Wesleyan University
- Williams College

Maintain internal equity by reviewing pay ranges to determine whether or not jobs with comparable skill sets and responsibilities have similar pay opportunities.

Support the rewards philosophy by conducting salary reviews on a regular and consistent basis, in order to determine current market-related data so as to maintain external equity.

Establish salaries for new employees at levels that recognize the individual's skills and experience, while considering the salary levels of current employees within the same position or role.

Make salary-increase decisions based on recognizing performance, retaining our best employees, maintaining market alignment, and supporting internal equity.

Create compensation structures and strategies that respond to and support organization priorities, changes and needs.

Complete details of the Compensation Program can be found in the Compensation Program Overview at <http://go.wlu.edu/HR/compensation>.

Fair Labor Standards Act (FLSA)

Washington and Lee is committed to compliance with all terms of the Fair Labor Standards Act (also known as the Federal Wage and Hour Law), including the payment of minimum wages and overtime pay. This law and its implementing regulations establish the criteria for determining which positions are non-exempt (eligible to receive overtime pay), and which are exempt (not eligible to receive overtime pay). The Executive Director of Budgets and Compensation is responsible for overseeing compliance with such laws, including the determination of exempt and non-exempt status. Please contact the Executive Director of Budgets and Compensation with questions concerning exempt and non-exempt status of positions.

Exempt Staff Positions

Exempt staff positions are those that are exempt from certain provisions of the FLSA and are not entitled to overtime pay. These positions generally include administrators, managers and professionals (including faculty). Staff members in exempt positions receive a fixed salary, which is paid on a monthly basis. The work of exempt staff is evaluated and compensated on outcomes accomplished. Exempt employees are expected to work all hours necessary to complete their assignments.

Non-exempt (Hourly) Staff Positions

For staff positions that the law defines as non-exempt, the University is required to keep hourly time records and to calculate pay on an hourly basis. Such positions are entitled to overtime pay at 1.5 times the employee's regular pay rate for all hours beyond 40 in a work week. (Hours worked between 35 hours to 40 hours will be paid at the regular rate.)

Pay Frequency and Time Reporting

Exempt employees are paid monthly on the last banking day of the month. Non-exempt employees are paid biweekly on alternate Fridays. There are a few exceptions and they are noted on the payroll schedule posted on the Business Office website <http://go.wlu.edu/businessoffice>.

Non-exempt employees are required to record all hours worked for each biweekly pay period on a time sheet using the online recording software WebAdvisor at <http://go.wlu.edu/WebAdvisor>. Time sheets must be approved by the supervisor (who should ensure the accuracy of the information) and submitted to Payroll by Monday of the pay week at noon.

Time sheets must accurately document hours worked.

Administrators should record absences using [WebAdvisor](#). Failure to record time off appropriately may result in non-payment of accrued CTO on separation of employment.

Direct Deposit of Paychecks

Employees are strongly encouraged to have their paychecks directly deposited. Direct deposit can be made to multiple accounts in most any U.S. bank, credit union and/or savings and loan.

Payment When Working a Holiday

Benefit-eligible persons in non-exempt positions who work a holiday have a choice, in addition to regular pay, of time-and-one-half pay or time off at a time-and-one-half rate for hours worked, to be taken within the same pay period. Based on staffing needs, a department may require pay rather than time off. Non-exempt employees in non-benefit eligible positions who are required to work on a holiday will receive time-and-one-half pay. Exempt employees who are required by their supervisor to work on a holiday may take another day off during that calendar year. Employees who work a primary position for nine months in one department and also work full-time during the summer in another department are eligible for the Independence Day holiday.

Payment When Working Overtime

All employees may be asked to work extra hours as needed. Overtime assignments will be distributed as equitably as practicable to all non-exempt employees qualified to perform the required work. Non-exempt employees will receive time-and-one-half the regular rate of pay for hours worked over 40 hours per week. All non-exempt employees must receive approval from their supervisors prior to working any hours beyond a regular work week. Non-exempt employees who work overtime without receiving prior authorization will be paid for those hours worked but may be subject to disciplinary action. Paid-time-off hours count toward the 40-hour threshold for overtime eligibility.

Payment When Attending On-campus Workshops and Seminars

A number of on-campus workshops and seminars are offered to employees by Human Resources and other departments. Managers are encouraged to support employee attendance at these programs - many of which are intended to help the individual achieve personal or professional goals or help the department achieve its goals. Many sessions are beneficial more on a personal or work/life level; however managers may still want to encourage attendance at these programs as the information presented may be helpful to employees managing personal issues and could result in increased productivity and improved employee morale. Employees will normally be compensated for attendance at sessions that occur during their regular work hours.

With supervisory approval, employees may be compensated for attendance at workshops and seminars that are held when they are not scheduled to work. In such instances, the employee's work schedule for the week might be adjusted so that they not work more than their regularly scheduled hours.

Compensatory Time

Compensatory time (comp time) is not permitted. This is the practice of saving or holding extra hours worked beyond the same pay period to be exchanged for time off or paid at a later time, to avoid payment of overtime. All hours worked must be reported in the period they are worked and will be paid on the standard biweekly pay cycle. With supervisory approval, adjustments may be made to an employee's weekly work schedule to accommodate the need for time off and/or to make up hours missed.

Deductions from Exempt Employees' Salary

The University is committed to complying with the Fair Labor Standards Act, which limits deductions that can be made from the salary of exempt employees other than authorized deductions and mandatory federal and state payroll deductions. Exempt employees are paid on a salary basis, and may not have their pay reduced for variations in the quantity or quality of work performed. Employees who believe their pay has been improperly reduced should contact the Executive Director of Human Resources.

Exempt employees routinely receive their full salary for any week in which they perform any work, without regard to the number of days or hours worked. Deductions from the pay of exempt employees are permissible in the following circumstances:

1. Absences of one or more full days for personal reasons when the employee has exhausted all available paid time off or the employee has requested leave without pay. Partial days must be paid.
2. Absences of one or more full days due to sickness or disability when the employee has exhausted all paid leave benefits. Partial days must be paid.
3. Unpaid disciplinary suspensions of one or more full days in accordance with University policies.
4. Deductions for unpaid leave taken in accordance with a legitimate absence under the Family Medical Leave Act.

5. Deductions for the first and last week of employment, when only part of the week is worked by the employee.

Additional Compensation for Exempt Employees

Occasionally, full-time exempt staff may be asked to serve in a capacity outside their normal work environment. Examples of such assignments include, but are not limited to, teaching a class, presenting workshops, consulting, serving on various committees, and/or performing duties for other University departments. Normally these assignments are to be considered part of exempt employment for which the employee is already compensated. Therefore, exempt staff will not receive additional compensation for performing such duties even when such duties are conducted during the employee's own time or outside of normal business hours. Exceptions to this policy must be approved by the Executive Director of Budgets and Compensation before the work is performed.

Optional Payroll Deductions

From time to time, employees may wish to make charitable contributions. The University will, if desired, process charitable contributions to Washington and Lee University, and to the United Way.

Determining Appropriate Pay

The Executive Director of Budgets and Compensation is responsible for managing and overseeing pay decisions, in consultation with the appropriate vice president, dean, department head, manager and/or supervisor, based on available market data and internal equity.

For all non-exempt positions, managers should consult with the Compensation and Recruitment Analyst for guidance on pay decisions. For all exempt positions, managers should consult with the Executive Director of Budgets and Compensation for guidance on pay decisions. Communicating pay decisions should not occur until after appropriate approvals have been received.

Starting Pay

Determining the appropriate starting salary requires the consideration of a number of factors both in relation to the applicant and current position incumbents. Decisions will have to be made after a careful assessment of available information from interviews, reference checks, educational accomplishments, the pay of personnel in similar roles, etc. Starting salaries are based on candidates' job qualifications, work experience, salary history, and the market reference range for each position. Starting salaries typically fall within the minimum and midpoint of the salary range. In order to attract highly skilled and experienced performers or to respond to specific market conditions, however, exceptions may be made. Hiring managers must consult with the Executive Director of Budgets and Compensation or the Compensation and Recruitment Analyst prior to discussing salary with prospective candidates and before extending a salary offer.

Supplemental Pay

Supplemental pay is additional pay for assuming temporary new duties/responsibilities in a higher career stage. Supplemental pay can be provided to an employee who is assigned different or additional duties and responsibilities on an interim basis for a limited period of time (i.e. assignment to a special project, reassignment during organizational changes, filling a vacant position, extended leave of another employee, etc.).

The amount of the adjustment will be determined by the Executive Director of Budgets and Compensation in consultation with the vice-president or dean of the division. The adjustment will be based on the market reference range of the interim position, the responsibilities to be assumed by the employee, and the level of additional effort required. Once an employee is relieved of the additional responsibilities, the pay is returned to the original level (plus any annual salary increases the employee would have received). The job description of the higher-level position is used to specifically identify additional responsibilities.

Annual Salary Increases

Each year, as a part of the annual budget process, the Board of Trustees determines the staff salary increase pool. The Executive Director of Budgets and Compensation then develops increase guidelines to reward employees within the established budget parameters.

All continuing non-faculty benefit-eligible employees are eligible for an annual performance-based increase. Employees who start work at W&L between March 1 and June 30 *are not* eligible for salary increases until the following year. Managers/supervisors should ensure this is communicated to the employee at the time of hire. Individuals hired after July 1 will be eligible for a prorated increase according to their date of hire.

Employee salary pool increase decisions are determined in coordination with managers, department heads, division heads, deans and vice presidents. Pool increases are calculated in two parts: a position in range increase that accounts for 75% of the salary pool and a merit increase accounting for the remaining 25% of the pool.

The first and primary portion of the salary increase decision is the position in range increase, which accounts for 75% of the pool. Guidelines use an employee's overall performance score and position within market reference range to determine an appropriate increase that will both reward performance and begin to move employee pay to the appropriate position within the market reference range. Guideline parameters are designed to speed up salary growth for employees with performance scores considered "successful" but whose salary/rate is lower than the expected position within market reference range. Likewise, the guidelines will keep steady or slow down salary growth for employees whose salary is already at or above the appropriate position within the range based on performance. The position in range increase guidelines are published annually prior to the distribution of salary letters.

It is expected that as a result of solid performance, an employee will progress over time through the market reference range for his/her position. Market reference ranges provide the flexibility to reward

different levels of individual development and performance, while assuring that individual pay is competitive for the level of performance delivered.

The second portion of salary increase decision is the merit pool, which equates to 25% of the total pool. Only employees with at least strong performance (3 or 4 or 5) are eligible for a merit increase. It is expected that most employees receiving scores of 4 or 5 will receive merit funds while a smaller percentage of employees with strong performance will receive merit. Managers have the flexibility to determine an appropriate merit increase as long as the departmental salary budget remains within established budget parameters.

Market Adjustments

The salary structure will be reviewed annually to ensure market competitiveness and internal equity. The Executive Director of Budgets and Compensation regularly assesses the University's base salary levels relative to the defined market. Based on these findings, the Executive Director of Budgets and Compensation may suggest market adjustments for select jobs and/or incumbents to better align these salaries to the market. This is most common when labor-market pressures force pay rates higher, resulting in new hires entering W&L at pay levels that aren't necessarily equitable with those of current incumbents, when comparing skills and competencies. These adjustments are typically based on the positioning of the salaries relative to the market and the University's budget. The Executive Director of Budgets and Compensation makes recommendations for market adjustments, which are reviewed with vice presidents and deans and approved as a part of the annual staff-salary-increase process.

Spot Awards

Discretionary spot awards may be given to recognize extreme effort and/or achievement of outstanding results. Spot awards are generally given for performance above and beyond the normal scope of the job. Vice presidents and deans may make requests for spot awards to be reviewed by the Executive Director of Budgets and Compensation and the vice president of Finance and Administration.

Annual Salary Letters

The Office of Human Resources sends a letter to continuing employees each spring that states the new salary effective July 1. Letters are typically mailed in early June.

Career Events and Corresponding Pay Adjustments

Job Enrichment

Jobs can change in a variety of ways. Most staff members' jobs change in the form of job enrichment. Job enrichment is typically when employees take on additional tasks or work, without increasing the level of responsibility within the job. Employees are expected to increase the amount of work performed as they become more proficient in the job; accordingly, job enrichment is typically a part of all employee jobs and does not normally warrant a change in career stage, market reference range or

salary. Jobs that grow and expand through a significant increase in responsibility and skill level, however, may require a change in career stage or market reference range, and a subsequent salary increase. These situations are defined as job reclassifications, and the process for assessing whether a job should be redefined is outlined below.

Job Reclassification to a Higher Career Stage

This program was developed to focus on the broad roles and responsibilities of employees' jobs, not tasks and specific activities. Accordingly, the reassignment or movement of a job to a different career stage or market reference range would normally result from a significant change in current job responsibilities and require a significant increase in skill level, including:

- Responsibilities that add a major component to the current job requirements; and/or
- New responsibilities that are very different from current responsibilities.

If there is a situation in which a job reclassification may be necessary, the supervisor should discuss the issue with the Executive Director of Budgets and Compensation and the respective vice president or dean, highlighting the changes in the role and subsequent impact on the job placement within the staff compensation structure. If the department head and supervisor agree that a job reclassification is justified, the supervisor will complete and submit the following to the Executive Director of Budgets and Compensation prior to March 1st:

- An updated job description; and
- A brief cover letter highlighting the job duties and responsibilities that have changed.

The Executive Director of Budgets and Compensation will review the materials and determine whether a change of career stage and/or salary is warranted. Normally, when a job is reclassified and assigned to a new career stage, a salary increase of up to 10% or to the minimum of the new market reference range, whichever is greater, will be approved. The Executive Director of Budgets and Compensation will discuss any changes with the department head prior to final approval.

Job Reclassification to a Lower Career Stage

Movement to a lower career stage or market reference range typically occurs for one of three reasons, and each would have a different impact on the employee's salary:

| | |
|---|--|
| Transfer, initiated by staff member, to pursue new interests or to enhance and broaden his or her development opportunities within the University | Current salary may be reduced, because it would be adjusted to the new job's market reference range. |
| Transfer or demotion occurs due to poor performance or lack of skills in prior job | Salary would be reduced to level appropriate to the employee's skills, competencies and |

| | |
|---|--|
| | performance relative to the new job's expectations and standards. |
| Organizational changes (i.e., reorganization) | Treatment of salary adjustments due to an organizational change would be handled on a case-by-case basis |

Lateral Transfer

A lateral transfer occurs when an employee moves to a similar position within the same career stage and with the same market reference range. Normally, no increase is given for a lateral transfer when the pay ranges of the old and new positions are approximately equivalent.

Most changes in positions within a career stage do not constitute reasons for salary changes. However, there may be circumstances that warrant salary adjustments based on the staff member's skill, experience and capabilities. The Executive Director of Budgets and Compensation should be contacted to discuss whether or not an increase would be warranted in this circumstance.

Promotion

A promotion occurs when an employee moves to a job with greater responsibilities with a higher market reference range or in a different career stage. A promotion may occur as a result of the following:

- The employee applying for and being selected for a position through the recruitment and selection process.
- The employee demonstrating exceptional performance and advanced competencies, thereby receiving a promotion as recognition for contributions to the University.

Changes to individual capabilities and activities (e.g., learning a new skill, increasing number of staff supervised) do not constitute a promotion (although they may help develop an employee's skills and competencies to enhance their career) (see "Job Enrichment").

A promotional increase generally ranges from 5–15% based on an employee's experience, skill level, market reference range for the new position, and relevant internal salaries. The new salary will be at least at the minimum of the new position's market reference range. If an employee is promoted to a position requiring greater qualifications or experience than is currently possessed, the promotion increase to the range minimum may be phased in over a set time period to allow for training.

Starting salaries for promotions will be determined in consultation with the Executive Director of Budgets and Compensation. No salary adjustment will be made if the employee's previous salary exceeds the maximum salary range of the new position. Additionally, a promotion may occur when an employee moves to a different position within the same market reference range. In this case, the salary-increase guidelines shown in the "Lateral Transfer" section will apply.

The hiring manager will work with the Executive Director of Budgets and Compensation to determine the appropriate promotional increase before the offer is made and before potential pay is discussed with the employee.

BENEFITS FOR FACULTY AND STAFF

Washington and Lee offers an extensive range of health and life insurance benefits, retirement options, educational assistance programs, and other programs and services to our staff and faculty. Because we want to attract and retain the highest-quality staff, we are committed to providing a competitive benefit package.

Enrollment in some benefit plans is not automatic. Although Human Resources makes an effort to notify or remind employees when they become eligible to enroll in a particular benefit plan, it is the employee's responsibility to enroll in a timely manner. Please consult with Human Resources should any questions arise concerning eligibility for or status in a plan.

Although it is the intent of the University to continue the benefit plans described in this section, the University reserves the right to modify, amend or terminate any benefit plan, with or without notice. The summaries included below describe only the major features of the plans. In the event of any inconsistency between these summaries and the legal plan documents, the legal plan documents (located in the Office of Human Resources) will govern.

Note: Full-time **exempt** employees who work less than 12 months a year are paid monthly over 12 months with benefit costs deducted over 12 monthly paydays. Full-time **non-exempt** employees whose primary position is less than 12 months a year are paid over the months actually worked, so benefit deductions are higher to pay for benefit coverage during the months when there is no pay.

Benefits Philosophy

Washington and Lee is committed to providing its employees with a highly competitive benefits package that enhances the well-being of its employees and is consistent with the strategic objectives of the University. This befits its rich tradition as a top-quality institution of higher education, and is important in order to attract and retain high-quality faculty and staff.

There are five underlying objectives that are considered when constructing the university-provided and university-assisted benefits program at Washington and Lee.

- Provide wise defaults for employees.
- Protect employees against catastrophic expenses or income interruptions.
- Provide a total compensation package that is strongly competitive with those of peer institutions.
- Comply with all relevant Federal and State laws.
- Manage the benefits package to get the highest total value for premium dollars and to ensure the continued financial soundness of the institution.

Process for structuring benefits at the University

Human Resources and the administrative units to which that department reports have the responsibility for the structuring of benefits at the University, as well as periodic reevaluation of their appropriateness. The Employee Benefits committee exists as an advisory committee to provide feedback to Human Resources and the administration from the employees' perspective. Membership of the committee consists of employees and retirees of the university (all appointed by the Provost), as well as the Executive Director of Human Resources, the University Treasurer, and the Provost (as ex officio members). When considering benefits issues, Human Resources, the administration and the Employee Benefits Committee operate under, and make decisions based on, the principles and understanding articulated in the Benefits Philosophy Statement at <http://www.wlu.edu/human-resources/benefits/about-our-benefits-program/benefits-philosophy>.

Benefit Categories

- **Full-time**—Employees who work in positions that are approved for 35 hours per week or more for at least nine months of the year (a minimum of 1,365 hours per year), employees who have reduced their hours as part of an approved phased retirement arrangement.

Undergraduate faculty in this category teach at least five courses per academic year and have other administrative responsibilities such as advising.

Law faculty in this category teach an average of ten credit hours per academic year, and devote substantial time to one or more of the following responsibilities (as appropriate for their tenured, tenure-track or visiting status): student engagement outside of class; legal scholarship; faculty governance; legal clinic, immersion program, or other administrative duties; service to the law school, University, legal profession, and the public.

- **Part-time with partial benefits** —Employees who work in positions that have been approved for less than full time, but at least 1,000 hours per year. Only certain benefits are provided for employees in these positions.

There are no part-time positions with partial benefits for undergraduate faculty.

Law faculty who fall into this category teach at least seven credit hours per academic year, and devote substantial time to one or more of the following responsibilities: legal clinics, immersion program, or other administrative duties; service to the law school, University, legal profession, and the public.

- **Part-time**—Employees other than the two categories defined above. Employees in this category cannot exceed 999 hours in each anniversary year and cannot exceed 29 hours of work per week. Only those benefits mandated by law are provided (FICA, workers' compensation, unemployment insurance).

Domestic Partner Benefits

Washington and Lee University extends the same benefits to persons who meet the University's definition of domestic partner that the University extends to spouses of employees, to the extent permitted by law and by the underwriting guidelines imposed by the insurance companies. The inclusion of domestic partner coverage in W&L's benefit program is consistent with the University's dedication to non-discriminatory practices and represents a commitment to remain competitive in the recruiting of new faculty and staff.

A domestic partner is an unrelated adult of the same or opposite sex of the employee with whom the employee is living in an intimate, long term relationship with an exclusive commitment similar to marriage, in which the partners are jointly responsible for one another's welfare and share financial obligations. In order to qualify for benefits, the domestic partnership must have been in existence for at least six (6) consecutive months with the expectation that the relationship will continue indefinitely.

For more information and applicable forms, visit <http://www.wlu.edu/human-resources/benefits/about-our-benefits-program/domestic-partner-benefits>.

Health Insurance

<http://www.aetna.com>

<https://www.caremark.com/wps/portal>

The University offers eligible employees and their eligible family members' enrollment in the university health plan. This plan includes both in-network and out-of-network benefits as well as coverage for prescription drugs.

A. Eligibility

- Full-time and part-time benefit-eligible employees.
- Spouses, dependents through the end of the month in which they turn age 26, and/or eligible domestic partners. Dependents are your naturally born and/or adopted children, stepchildren or other dependents for whom you are the legal guardian. Coverage is available regardless of their student, marital or tax dependent status and regardless of their access to another employer sponsored group plan. When enrolling a non-IRS dependent, notify Human Resources as the share of the premium for them may be taxable.

B. Enrollment Options

Employees may select either an Individual membership, a membership for self and one legal dependent, or a Family membership.

C. Cost

The University pays 75% of the cost of the plan. The University subsidizes the cost of health insurance so that full-time benefit-eligible employees do not pay more than 10% of their family income for health insurance premiums. Contact Human Resources for more information and to determine whether you

qualify. Discounts are also available for full-time and part-time benefit eligible employees who participate in the University's wellness program.

D. When Coverage Begins

Coverage is available on the first day of employment.

E. Timely Enrollment is Necessary

Health insurance coverage is not automatic. New employees have 31 days to enroll and coverage is retroactive to the first day of employment. After the initial enrollment opportunity, coverage may be added only during open enrollment periods (typically held in May with coverage to be effective July 1), or if an employee loses other coverage. A change in dependent coverage may be made only during the open enrollment period, or if there is a change in the employee's status (marriage, divorce, death of a spouse or child, birth or adoption of a child, and changes in the employment status or benefit eligibility of a spouse).

Dental Insurance

<https://www.unitedconcordia.com/dental-insurance/>

A. Eligibility

- Full-time employees
- Spouses, dependents through the end of the month in which they turn age 26, and/or eligible domestic partners. Dependents are your naturally born and/or adopted children, stepchildren or other dependents for whom you are the legal guardian. Coverage is available regardless of their student, marital or tax dependent status and regardless of their access to another employer sponsored group plan. When enrolling a non-IRS dependent, notify Human Resources as the share of the premium for them may be taxable.

B. Membership Options

Employees have a choice of two plans, core or buy-up, and may select either an Individual membership, a membership for the employee and one legal dependent, or a Family membership.

C. Cost

The University makes a contribution equivalent to the cost of an Individual core plan membership.

D. When Coverage Begins

Coverage is available on the first day of employment.

E. Timely Enrollment is Necessary

Dental insurance coverage is not automatic. New employees have 31 days to enroll and coverage is retroactive to the first day of employment. After the initial enrollment opportunity, coverage may be added only during open enrollment periods (typically held in May with coverage to be effective July 1), or if an employee loses other coverage. A change in dependent coverage may be made only during the open enrollment period, or if there is a change in the employee's status (marriage, divorce, death

of a spouse or child, birth or adoption of a child, and changes in the employment status or benefit eligibility of a spouse).

Voluntary Vision Insurance

<http://www.unicare.com>

The University offers eligible employees an opportunity to elect voluntary vision coverage. The UniView Voluntary Vision Plan is offered through UniCare, an Anthem BlueCross BlueShield company. You can choose to receive care from a participating doctor (in-network) for the best value; however, you may also receive care from an out-of-network doctor.

A. Eligibility

- Full-time and part-time benefit-eligible employees.
- Spouses, dependents through the end of the month in which they turn age 26, and/or eligible domestic partners. Dependents are your naturally born and/or adopted children, stepchildren or other dependents for whom you are the legal guardian. Coverage is available regardless of their student, marital or tax dependent status and regardless of their access to another employer sponsored group plan. When enrolling a non-IRS dependent, notify Human Resources as the share of the premium for them may be taxable.

B. Enrollment Options

Employees may select either an Individual membership, a membership for self and one legal dependent, or a Family membership.

C. Cost

The premium is paid entirely by the employee.

D. When Coverage Begins

Coverage is available on the first day of employment.

E. Timely Enrollment is Necessary

Voluntary Vision coverage is not automatic. New employees have 31 days to enroll and coverage is retroactive to the first day of employment. After the initial enrollment opportunity, coverage may be added only during open enrollment periods (typically held in May with coverage to be effective July 1), or if an employee loses other coverage. A change in dependent coverage may be made only during the open enrollment period, or if there is a change in the employee's status (marriage, divorce, death of a spouse or child, birth or adoption of a child, and changes in the employment status or benefit eligibility of a spouse).

Identity Theft Protection

The university offers voluntary identity theft protection through payroll deduction through LifeLock. You can choose to purchase protection for you or for yourself and qualifying family members. The

premium is paid with post-tax dollars so you can enroll or cancel at any time. (Please note that employees paid over less than 12 months will have their annual premium paid over the months scheduled to work).

COBRA

The Federal Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA) provides eligible employees and their qualified dependents the opportunity to continue coverage under the University's health, dental, voluntary vision, medical flexible spending account, wellness program, and EAP, when a qualifying event would normally result in loss of benefit. Enrollment may be continued up to 18, 29 or 36 months depending on the qualifying event under federal law. The employee is responsible for paying 100% of the group premium rate plus a 2% administration charge. *Note: see option of electing COBRA for healthcare spending account under limited circumstances described below in section on "Flexible Spending Accounts."*

It is the employee's responsibility to notify the Office of Human Resources of a divorce, legal separation, or a child reaching the age limit for the plan, within 60 days of the later of the date of the event or the date on which coverage would be lost because of the event.

Flexible Spending Accounts

<http://www.wlu.edu/human-resources/benefits/health-and-dental/flexible-spending-accounts>

Benefit-eligible employees are eligible, upon hire, to participate in Health Care and Dependent Care Flexible Spending Accounts that enable an employee to pay for certain health care and dependent care expenses with pre-tax dollars, thus eliminating federal and state income taxes and Social Security (FICA) tax on these expenses. The amounts in each account must be decided at the beginning of each plan year and cannot be changed during the year except in certain circumstances prescribed by law. Any funds in excess of \$500 in a healthcare FSA at the end of the plan year are forfeited, but up to \$500 may be carried over to the next year. In the event of an employee's death or termination of employment with the University, you may elect continuation coverage of your healthcare spending account through COBRA. This option is only available when the balance in your healthcare spending account on the date of the qualifying event is greater than the cost of continuing contributions to the account for the remainder of the plan year. If you do not elect continuation coverage, you will have 90 days to spend down the balance in the account for charges incurred before or on the date of the qualifying event.

Each year, the employee determines whether, and how much, to contribute to one or both of these accounts for the following plan year. More details on the programs are available on the Office of Human Resources website at the link above.

Health Advocate

<http://www.healthadvocate.com/>

Benefit-eligible employees are automatically enrolled in Health Advocate, the nation's leading health-care advocacy and assistance company, serving millions of Americans nationwide. Health Advocate

helps employees and their families navigate the complexities of the health-care and health-insurance systems. The program is centered around a team of personal health advocates, typically registered nurses, supported by medical directors and benefits specialists who provide highly personalized services ranging from addressing a host of clinical and insurance issues to providing one-on-one support for improving health and well-being.

The cost for this service is fully funded by the University. Coverage is extended to an eligible employee's spouse or domestic partner, dependent children, parents and parents-in-law.

Employee Assistance Plan

www.carilionclinic.org/eap

The Employee Assistance Plan (EAP) offers professional and confidential counseling to benefit-eligible employees and their family members. EAP services include, but are not limited to, stress management, substance abuse, depression, anger, anxiety and grief. Experienced counselors are available 24 hours a day, seven days a week by phone. When you call, a counselor will assess the situation, provide short-term counseling when appropriate, and assist you with scheduling visits with their staff or other counselors or resources as mutually agreed upon. The first four sessions are free. Additional sessions, if necessary, are billed to your health insurance.

Life Insurance

<http://www.wlu.edu/human-resources/benefits/life-insurance-and-long-term-care/group-life-insurance>

The University offers a life insurance program with coverage that is directly related to the employee's salary. This helps to protect the value of the insurance from erosion due to inflation.

A. Eligibility

Full-time and part-time benefit eligible employees.

B. When Coverage Begins

Coverage is available on the first day of employment.

C. Cost

The University pays 50% of the premium.

D. Amount of Insurance

Insurance coverage for full-time employees is two times annual salary rounded down to the nearest \$1,000. Generally, no one will receive less than \$50,000 of insurance or more than \$400,000 of insurance. Part-time benefit eligible employees are offered a \$10,000 policy. The insurance coverage is adjusted, as appropriate, each July.

The amount of insurance decreases to 65% of the above formula on July 1 of the year following attainment of age 65, and to 50% on July 1 following attainment of age 70.

A person with a terminal illness may be eligible to receive an advance of up to 80% of the face value of his/her life insurance benefit.

E. Timely Enrollment is Necessary

Employees can enroll within 31 days of employment without medical underwriting. After the initial offer, employees can apply during open enrollment or within 31 days of a qualifying life event but will be subject to full medical underwriting.

Group Long Term Disability

<http://www.wlu.edu/human-resources/benefits/time-off-leave-and-disability/long-term-disability>

Should a lasting disability occur, the University's Long Term Disability Plan provides income for as long as the disability continues or until the employee is eligible for retirement benefits. The University's long term disability insurer has the right to review medical records and to assess whether the disability designation should continue.

A. Eligibility

Benefit eligible employees.

B. When Participation Begins

Employees are automatically enrolled in this plan after one year of qualifying employment. This one-year waiting period is waived for employees who had group long term disability coverage for 12 months immediately prior to being employed by Washington and Lee.

C. Cost

The University pays the entire cost of employees' participation in this plan.

D. When Payments Begin

If approved by the University's long-term disability insurer, payments begin after 180 days of disability as that term is defined in the University's Long Term Disability Plan.

E. Amount of Benefit Payments

The plan assures a monthly income benefit equal to 60% of the employee's pre-disability pay by supplementing disability income, if any, from Social Security or workers' compensation up to this 60% combined total (with a maximum monthly amount of \$7,000). This benefit is taxable unless an employee chooses, upon enrollment, to pay taxes on the premium instead. This income payment may continue to age 65, or to somewhat later if disabled after age 60.

If the employee is receiving university contributions to his/her defined contribution retirement plan before the onset of his/her disability, the plan will, from the date disability benefits begin, contribute the lesser of 10% of the employee's former monthly salary or \$1,167 to the retirement annuity plan until the employee's income payments end. Thus, through the combination of income payments and annuity contributions, the plan provides an income for life.

F. Cost-of-Living Increases

The monthly income benefit payable under this plan is automatically increased by 3% annually. Social Security has traditionally increased its disability payments annually, and future increases in an individual's Social Security payments do not reduce the benefits payable under this plan.

G. Other Benefits While Receiving Disability Payments

Health Insurance—a participant may continue on the group COBRA plan for up to 18 months from the date disability benefits begin. COBRA coverage may be extended up to 29 months if the participant is approved for Social Security Disability. The University will continue to pay its portion of the employee's premium only.

Life Insurance—If an employee becomes disabled before age 60, he/she may apply for a disability waiver of premium, which, if approved by the insurance company, continues the employee's life insurance coverage, up to age 70, at no cost to him/her, with the benefit reductions outlined in the plan document.

Note: The term "disability" under the University's Long Term Disability Plan does not necessarily indicate a corresponding "disability" for purposes of the Americans with Disabilities Act (ADA) or with Social Security Disability. Whether an employee is a qualified employee with a disability for purposes of ADA will be assessed on a case-by-case basis.

Taxation of Health, Dental, Voluntary Vision and Life Insurance Premiums

The employee's portion of the premium cost for health, dental, voluntary vision and life insurance under \$50,000 is paid with pre-tax dollars. This means that an employee will not pay federal or state income taxes or FICA tax on these premiums, thereby reducing the taxes paid by the employee.

Tuition Benefits at Washington and Lee

Washington and Lee University supports the academic achievement and professional development of its employees. As evidence of that commitment, employees may audit courses or take tuition-free courses.

Auditing Courses

With the approval of the faculty member and the employee's supervisor, an employee may audit courses at the University. There is no charge for this privilege, but employees are expected to make up lost work time.

Tuition-Free Courses

Employees who have a high school diploma or the equivalent in benefit-eligible positions, and their spouses/partners, and W&L retirees, are eligible to take up to two Washington and Lee undergraduate or law courses per term for credit without any tuition charge.

Additional information including eligibility and policy details is located at <http://www.wlu.edu/human-resources/programs-and-events/employee-learning-and-professional-development/tuition-free-courses-at-washington-and-lee>

Educational Grants

<https://go.wlu.edu/educational-grant-program>

After an employee has completed five consecutive years of full-time employment, his/her dependent children are eligible for an educational grant from the University. "Dependent" is defined by the IRS code and is verified from five years' of employee tax records. The educational grant is awarded for up to four years of post-secondary undergraduate education. Eligible children may receive only one grant, even if both parents work for the University. Grant requests should be directed to the Treasurer's Office.

Employees who were classified as full-time on or before June 30, 2006 and have remained in that status since June 30, 2006, the University will pay the lesser of 90% of the tuition of the institution that the dependent child is attending, or 90% of Washington and Lee University's undergraduate tuition. The benefit may be reduced by scholarship and grant assistance that the child receives outside of Washington and Lee University. There are instances where an outside scholarship would fund room, board and fees where the University would not reduce its tuition-grant benefit. In no case will the other assistance and Washington and Lee University's grant exceed the value of tuition, room and board of the dependent's institution. The recipient is eligible for up to four years, or the equivalent, of undergraduate study at an accredited institution of higher education. The recipient must be under the age of 25 in order to receive this grant. In order for a dependent to be eligible for this grant, the employee must have at least five consecutive years of full-time employment and be full time at the time the benefit is to be received.

Employees who have been classified as full-time after June 30, 2006, the University will pay the lesser of 50% of the tuition of the institution that the dependent child is attending, or 50% of Washington and Lee University's undergraduate tuition. All other terms and conditions, as described above, continue to apply.

Tuition Remission for Undergraduate Study at Washington and Lee University for dependents whose parent(s) meet the eligibility guidelines outlined above will be equal to 90% of Washington and Lee's undergraduate tuition.

ACS Tuition Exchange: The University participates in the Associated Colleges of the South's Tuition Exchange Program. Dependents whose parent(s) meet the eligibility guideline as outlined in the Educational Grant Policy may apply for participation in the exchange. Application does not guarantee a spot in the program, however. Benefits are subject to the exchange agreement through ACS. Please contact the Office of Financial Aid for more details on this program.

Retirement Benefits

Social Security

<http://www.ssa.gov>

The mandatory Social Security tax (FICA) deducted from an employee's paycheck is matched by the University.

Defined Contribution Retirement Plan

<http://www.tiaa.org>

<https://nb.fidelity.com/public/nb/atwork/home>

Social Security benefits are not substantial enough to be an individual's sole or primary source of retirement income; therefore, the University strongly encourages its employees to participate in the Washington and Lee University Defined Contribution Retirement Plan. The University offers retirement savings plans through TIAA and Fidelity.

All employees are eligible, upon employment, to open an account and can contribute as much as they would like (up to the IRS limit). There are a number of attractive features, such as tax deferral for federal and state income tax purposes, and loan, hardship and in-service withdrawals (all subject to qualifications). W&L students employed by the university cannot participate during the academic year but can participate during the summer if employed.

After two consecutive anniversary years of working 1,000 hours or more for Washington and Lee University, employees are eligible for a University contribution in any calendar year in which they work over 1,000 hours. Time worked at another higher educational institution in each of the two 12 month periods just prior to employment by W&L may count toward this waiting period.

The University contributes an unmatched 5% to the plan and matches an employee's contribution up to 5% (up to the IRS maximum allowable). A person taking full advantage of the program, therefore, will contribute 5% and the University 10% for a total of 15% of salary. Certain additional catch-up contributions may be available for employees older than 50 and/or those who have more than 15 years of service.

Employee contributions may be made on a tax-deferred or post-tax ROTH basis up to permissible federal and state limits. For further information, go to <http://www.wlu.edu/human-resources/benefits/retirement-savings-plan>. To review the University's most recent Summary Plan Description, go to <http://www.wlu.edu/human-resources/benefits/retirement-savings-plan>.

Personal Financial Planning is available at no cost to benefit eligible employees. Offered through CAPTRUST, an independent investment advisory firm, advisors provide professional, unbiased investment advice.

Home Loan Benefit

<https://go.wlu.edu/employee-home-loans>

Full-time employees are eligible to apply for University housing loans. Exempt full-time employees will be eligible for the Home Loan Program immediately upon their start date of employment. Non-

exempt full-time employees will be eligible for the Home Loan Program eighteen months following the date they begin full-time employment at the University. These housing loans may be used to purchase, build or improve a principal residence in the Lexington-Rockbridge County area. The APR on a University-granted home loan is a quarter of a percent less than the interest rate charged by Lexington financial institutions for residential mortgage loans.

Computer Purchase Program

The University offers interest-free loans to purchase a personal computer and printer. Employees must have completed six or more months in a benefit eligible position. Loans may not exceed \$4,000 and must be re-paid within 24 months through payroll deduction. For more information contact Human Resources.

Individual Disability Benefits

<http://www.wlu.edu/human-resources/benefits/time-off-leave-and-disability/long-term-disability>

Washington and Lee University offers eligible full-time benefit-eligible employees the option to purchase supplemental individual disability insurance benefits through MetLife to provide more comprehensive coverage in the event of a disability. This plan protects a portion of an individual's base salary and is portable should the employee leave W&L. Benefits are tax-free when they are received.

Long Term Care Insurance

<http://www.wlu.edu/human-resources/benefits/life-insurance-and-long-term-care/long-term-care-insurance>

Employees may apply for a voluntary long term care policy with payroll deduction for premiums. This program pays for care in a variety of settings including care at home, in assisted living facilities, in adult day facilities, and in all types of nursing facilities. This benefit is also available to spouses/domestic partners, parents, parents-in-law, grandparents, grandparents-in-law, adult children and siblings – all of whom must be under age 75 at time of application.

Supplemental Life Insurance

<https://www.wlu.edu/human-resources/benefits/life-insurance-and-long-term-care/supplemental-life-insurance>

In addition to the basic life insurance benefit, eligible employees may purchase additional life insurance for themselves (up to \$300,000), their spouse or domestic partner (up to \$150,000), and their dependent children (up to \$10,000).

Benefits for Retirees

An employee is eligible for full retirement benefits when they have attained the age of 59.5 and have a minimum of ten consecutive years of full-time, benefit eligible service immediately before retiring. The eligibility for benefits recognizes the retiree's contributions to the University and encourages the individual to maintain their connection to the W&L community.

- Recognition at the annual Employee Recognition Banquet
- Gift upon retirement

- University card retention
- Access to University library, gym and recreation facilities
- Ability to maintain their individual University ID card and email account

Health Insurance

Individuals who meet the retirement eligibility definition above, may continue participating in the group health insurance plan until age 65. The retiree spouse (until age 65), and children (under the age of 26), are also eligible to continue on the University's group health insurance plan. The University will continue to make contributions consistent with the level provided in the group health plan.

At age 65, the university's health insurance plan ends, Medicare begins, and the University's retiree health benefit that is in effect according to their hire date then be available.

For employees hired before April 1, 2003 who retire after July 1, 2008, the University will provide up to a total of \$35,000 for you (and an additional \$35,000 for your spouse) toward your health care at retirement. The University will make contributions in annual incremental contributions to a TIAA Retirement Health Plan (RHP) Money Market Fund, until the \$35,000 has been exhausted. (Funds are available in annual increments only.) These funds are to be used for reimbursement of premiums paid for Medicare Supplement Plans, Medicare Part D prescription drug premiums, Medicare Part B premiums, and other medical expenses that are incurred in retirement

The TIAA RHP is a tax-advantaged plan with administrative services provided by TIAA and ConnectYourCare, a third party claims processor.

For employees hired on or after April 1, 2003, the University makes monthly contributions to the TIAA Retirement Health Plan (RHP) on behalf of all full-time employees who have attained age 40 and have completed two years of benefit eligible service. The University contributions, along with any voluntary after tax contribution you make, are invested through TIAA. These funds are directed into the TIAA LifeCycle Funds that closest meets the year of your 65th birthday.

The TIAA RHP provides a tax advantaged way to invest and accumulate assets to pay for your insurance premiums and other health expenses in retirement with investment and administrative services provided by TIAA and ConnectYourCare, a third party claims processor.

An employee will become 100% vested in the University's contributions once they become retirement eligible (59.5 with a minimum of ten consecutive years of full-time, benefit eligible service.)

Educational Grants at Retirement or Disability

If an employee has worked full-time for six or more consecutive years immediately preceding his/her retirement (as defined above), the employee's children will remain eligible for the educational grant benefit.

If an employee has worked full-time for six or more consecutive years immediately preceding his/her separation due to disability, the employee's children will remain eligible for the educational grant

benefit provided that the disabled employee continues to meet the disability definition under the University's long term disability program.

Limited Benefits in Recognition of Longstanding Service

Employees who leave the University with 25 years of service, regardless of their age, may receive these benefits:

- Recognition at the annual Employee Recognition Banquet
- Gift upon retirement
- University card retention
- Access to University library, gym and recreation facilities

Benefits for Survivors

To help protect an employee's family from the sudden loss of his/her earnings, the University provides a comprehensive program of survivor benefits.

Retirement Annuity

The full value of the employee's retirement annuity accumulation is paid to his/her named beneficiary.

Health Insurance Continuation

An employee's spouse and children may remain in the University health insurance plan through COBRA continuation for up to three years. The University continues to pay its portion of the premium for the first year.

If the employee had met retirement eligibility at the time of death, other benefits may be available to the surviving spouse.

Educational Grants

If an employee has worked full-time for six or more consecutive years immediately preceding his/her death, the employee's children will remain eligible for the educational grant benefit.

PAID TIME OFF/LEAVES

Combined Time Off (CTO)

Combined Time Off (CTO) can be used for vacation, personal illness, doctor's appointments, and other personal reasons, including care of immediate family who are seriously ill and require care at home, and for children's doctors' appointments which cannot be scheduled outside of working hours.

Departments establish practices for providing notice of absences from work and for scheduling time away. Some departments whose workload is directly dependent on students being on campus take their time off when students are not in residence. Other departments schedule time off by mutual arrangement based upon the person's need and the department's workload

- Normally employees cannot carry a negative balance. If there are extenuating circumstances, a written request for an exception should be submitted to Human Resources. The request should include a plan for replenishing the CTO balance.
- CTO does not accrue during unpaid leaves or once an employee has reached his maximum accrual limit. You will receive an email when you are within 40 hours of your maximum CTO accrual. This serves as a reminder to use CTO or transfer CTO to SLR.
- Employees may not elect to take leave unpaid if accrued time exists in their CTO bank without prior approval from Human Resources, and only then for exceptional circumstances.
- Employees (exempt and non-exempt) who work less than 12 months or have a pro-rated weekly schedule receive the appropriate accrual based on the months/hours scheduled to work.
- CTO may only be used during the months in which you are scheduled to work.
- When using CTO, non-exempt employees record hours used. Exempt employees should only record CTO when you take a half or full day off. This is necessary to preserve exempt status.
- Employees who leave the University are paid for accrued, unused CTO balances as long as CTO has been recorded appropriately throughout your employment.
- Supervisors are responsible for time entry training using Web Advisor. New employees should speak with supervisors about Web Advisor training.
- You can review what you have recorded and check your balance at reports.wlu.edu.
- Assistant Coach positions are contracted annually for up to four years. Due to the varied schedule required for the Assistant Coach role, these positions do not participate in Combined Time Off (CTO) or the Sick Leave Reserve (SLR). Assistant Coaches are required to report sick days and schedule all planned absences with their direct supervisor. All University Holidays are available to be taken off by Assistant Coaches, except in the unusual circumstance in which

team athletic events are scheduled on a Holiday. If an Assistant Coach must work a University Holiday, they may schedule a different day off during the same fiscal year.

Employees accrue paid time off each pay period according to the position classification. CTO Accrual Tables are on the Human Resources website. Employees who are in the "part-time with partial benefits" (PTBE) category receive 30 hours of CTO upon employment and each work anniversary date thereafter. The maximum accrual for PTBE is 45 hours.

In the CTO program, individual absences for an employee's illness and doctor's appointments would come out of CTO or Sick Leave Reserve (see below). However, in most cases, long-term illnesses are covered by the University's Short Term Disability plan.

Sick Leave Reserve (SLR)

A sick leave reserve (SLR) is established for each staff or administrative employee. New hires receive a one-time allotment of five days. Employees can transfer additional time from their CTO at any point during the year. SLR time cannot be converted back to CTO. SLR is used when an employee has a legitimate illness, injury or disabling condition, or to care for an ill member of his/her immediate family. Immediate family includes spouse or domestic partner, parents, grandparents, stepparents, children, grandchildren, siblings, brothers/sisters-in-law, sons/daughters-in-law, and father/mother-in-law.

SLR can also be used to cover the first ten working days of an employee's absence due to a serious illness or injury. After the first ten working days, the employee will be covered by the University's Short Term Disability plan for up to six calendar months. Employees are encouraged to keep enough days in their SLR (or CTO) to cover at least the first ten working days of any extended illness or injury. The number of days in the sick leave reserve is capped at 60 days to cover the 12 weeks allotted for family and medical leave in circumstances when the University's Short Term Disability plan does not apply.

Individuals in the "part-time with partial benefits" category do not receive an SLR bank.

Payout of CTO/SLR on Termination of Employment

Upon termination of employment staff and administrators will be paid for accrued, unused CTO (up to the maximum accrual) as of the last day of active employment provided CTO has been appropriately recorded and the university can accurately determine the balance.

Staff and administrators who transfer to positions that are part-time with partial benefits and have balances greater than 30 hours at the time of transfer will work with Human Resources and the supervisor to schedule CTO within a suitable timeframe. Additional CTO will not accrue until the balance is less than the maximum accrual (45 hours) for this classification.

CTO will be paid out to staff and administrators who transfer to positions where CTO does not apply. Administrators who return to faculty positions will forfeit CTO balances.

SLR will have no cash value on termination of employment.

Short Term Disability

Employees who are out or who expect to be out for longer than 10 days for an illness or injury should notify Human Resources as soon as the absence or need for absence is known. Human Resources will work with the employee to complete FMLA-related paperwork and will work with the employee and his/her physician throughout the absence to assist the employee with his/her return to work.

To be eligible for Short Term Disability, an employee must have been employed in a benefit eligible position for a 12 month period immediately preceding the beginning of the leave. The first 10 days of an extended absence are charged to an employee's SLR and/or CTO or will be unpaid if the employee has no accrued time available. Days 11 through six calendar months are, in most cases, paid through the Short Term Disability plan as long as necessary paperwork including appropriate medical documentation is completed and approved. The 12 month waiting period is waived for employees who had group LTD coverage for 12 months immediately prior to being employed by Washington and Lee.

Workers' Compensation

<http://www.wlu.edu/human-resources/benefits/workplace-injuries-and-incidents>

The University pays the entire cost of workers' compensation insurance covering all employees who sustain compensable work-related accidents or illnesses. If an employee is injured on the job, or if an employee believes he/she has a work-related illness, regardless of how minor the injury or illness, the employee must report this immediately to his/her supervisor. Employees have the right to report work-related injuries or illnesses without retaliation. The University will not tolerate any such retaliation. An employee's supervisor must report any potentially work-related accidents or injuries to the Director of Environmental Health and Safety (x. 8175) within 24 hours of the occurrence of the accident/injury. The employees should also report the injury directly to the Director of Environmental Health and Safety within 24 hours. Subsequently, if the employee is placed on restricted or limited duty by a doctor, the employee must inform both his/her supervisor and Human Resources. Human Resources must also be contacted if an accident/injury results in a loss of work time.

Workers' compensation insurance pays for authorized medical bills and a portion of an employee's salary (up to 66% up to a maximum salary cap) when the employee is absent due to a compensable work-related injury or illness. A benefit-eligible employee who is out of work for a compensable work-related injury will receive 100% of his/her salary if the employee is eligible for University CTO/SLR or short term disability. The employee must, in turn, remit to the University any workers' compensation supplement received.

Return to Work

Washington and Lee is committed to helping employees remain healthy and on the job. The university and employees should work together to prevent workplace accidents and to rehabilitate injured workers and help them rejoin the workforce. It is our policy that all accidents should be reported promptly and thoroughly investigated, and that appropriate action should be taken to prevent similar events from recurring.

In fulfilling Washington and Lee's commitment to provide a safe and healthy working environment, a Return-To-Work Program helps employees who sustain workplace injuries and cannot work at full capacity. This program helps the employee and supervisor develop a temporary, modified, less demanding duty assignment in cases where these modifications do not create undue hardship for the university. The program may involve modifying the employee's regular job temporarily or providing an alternate temporary job, depending on the employee's physical abilities.

Similar temporary, modified duty assignments may also be offered to employees who suffer a non-job-related injury or illness, if a position can be modified temporarily or an alternate position is available temporarily and these modifications do not create undue hardship for the university.

An employee participating in this program may be required to provide Washington and Lee with a physician's statement specifying the nature, extent, and expected duration of an employee's functional limitations as relevant to his/her job description.

Human Resources staff will work with an employee and supervisor to evaluate each employee's injuries and functional limitations on a case by case basis to determine if suitable modified-duty work is available temporarily. Such assignments may require a shift change if modified-duty work is only available on an alternate shift.

An individual may participate in the Return to Work Program for a maximum of 12 weeks per illness/injury. Exceptions to this time frame may be permitted based on the physician's estimate of when the employee may return to the regular job or where an employee's injury qualifies as a disability under the ADA and extension of time does not create an undue hardship for the university.

The Human Resources Office is responsible for administering this program working interactively with the employee and supervisor. The Human Resources Office is available to answer questions and provide guidance.

Bereavement Leave

Bereavement leave provides time for grieving the loss of a family member and for the purpose of planning and attending the funeral/memorial of a family member. For purposes of this leave, immediate family includes, spouse, domestic partner, child, father, mother, sibling, mother-in-law, father-in-law, grandparents and stepparents, grandchildren, brothers and sisters in law, and sons and daughters in law. Requests for paid leave at the time of a death of a person outside the immediate family are considered on an individual basis.

Paid leave upon the death of an immediate family member is arranged directly with the supervisor. Supervisors should consult Human Resources for requests for extended bereavement leave.

Family and Medical Leave

Washington and Lee University offers family and medical leave in accordance with the Family and Medical Leave Act of 1993 (FMLA), representing the minimum leave to which each eligible employee is entitled for qualifying circumstances. Consistent with federal law, the employee handbook summarizes the basic provisions of the University FMLA leave policy. This policy applies to all faculty and staff employees of Washington and Lee University, subject to the eligibility requirements contained herein.

Eligibility

To be eligible for leave under this policy, an employee must have been employed by the University for at least twelve months (which need not be consecutive) and must have actually worked at least 1250 hours during the twelve-month period immediately preceding the beginning of the leave. The University will not consider employment prior to a seven year or longer break in service in counting the twelve months of total employment for eligibility. Periods of time away from work for military service will be counted toward the twelve months of employment, as well as the 1250 hours of work in the previous twelve-months (based on the employee's pre-service work schedule).

Effect of FMLA Leave on Other Available Leaves

Please note that FMLA leave will be designated and run concurrently with paid combined time off, sick leave reserve, the University's short term disability for up to six months, parental leave, and absences for work-related injuries or occupational disease (workers' compensation absences), when the circumstances of those absences constitute qualifying FMLA absences. Although not required, employees may apply available paid combined time off to any remaining period of unpaid FMLA leave.

Standard FMLA Leave Qualifying Circumstances

Eligible employees are allowed up to twelve weeks of unpaid leave in a twelve-month "leave year" period under the following qualifying circumstances:

1. The birth and care of an employee's child (entitlement expires twelve months after birth);
2. The placement of a child for adoption or foster care with an employee (entitlement covers required pre-placement/adoption absences and expires twelve months after placement/adoption);
3. When an employee is needed to care for a child, spouse or parent (as those terms are defined under Sections 825.102 and/or 825.122 of the FMLA regulations) who has a serious health condition (as that term is defined under Section 825.113 of the FMLA regulations); When an employee is unable to work at all or unable to perform any one of the essential functions of his/ her position because of the employee's own serious health condition (as that term is defined under Section 825.113 of the FMLA regulations); or
4. When a "qualifying exigency" arises out of the fact that an employee's spouse, son, daughter, or parent is on active duty in a foreign country in the Armed Forces of the United States (or has been notified of an impending Federal call or Federal order to active duty in a foreign country from the National Guard or military reserves) (as provided in Section 825.126 of the FMLA regulations and the National Defense Authorization Act for Fiscal Year 2010). Specific

circumstances constituting a “qualifying exigency” are as follows: (1) short-notice deployment; (2) military events and related activities; (3) childcare and school activities; (4) financial and legal arrangements; (5) counseling; (6) rest and recuperation; (7) post-deployment activities; (8) parental care for the parent of a military member, when the parent is incapable of self-care; and (9) additional activities (including time and duration of such leave) agreed to between the employee and the University. Section 825.126 of the FMLA regulations provides specific restrictions (time periods, qualifying activities, and other specific limits) applicable to certain of these “qualifying exigency” circumstances.

NOTE: The University uses a rolling twelve-month period measured back from the date any FMLA leave is to be used in determining the “leave year” in which an eligible employee is entitled to the twelve weeks of leave described in this section.

“Military Caregiver” Leave Qualifying Circumstances

Eligible employees may take up to twenty-six weeks of unpaid leave in a “single twelve-month period” if they are the spouse, son, daughter, parent, or next of kin (as that term is defined in Section of the FMLA regulations) who is the primary caregiver for a “covered servicemember” or “covered veteran” undergoing medical treatment, recuperation, or therapy for a “serious illness or injury,” all as defined in Section 825.102, 825.122, and 825.127 of the FMLA regulations. Generally, however, a “covered servicemember” with a “serious illness or injury” is a current member of the Armed Forces (including the National Guard or Reserves) who has incurred or aggravated an injury or illness in the line of duty while on active duty and has been rendered medically unfit to perform duties of the member’s office, grade, rank or rating. Generally, a “covered veteran” with a “serious illness or injury” is a veteran who served in the Armed Forces (including the national Guard or Reserves) and who was discharged or released under honorable conditions, who incurred or aggravated an injury or illness in the line of duty on active duty which manifested itself before or after the member became a veteran. The entitlement to take military caregiver leave extends only to family members of veterans discharged during the five years before the date of the medical treatment or care that necessitates the leave.

Military caregiver leave may only be used in one “single twelve-month period” beginning on the date the employee takes FMLA leave to care for the covered service member or covered veteran. Any remaining part of the twenty-six weeks is forfeited if not used in that twelve-month period. Leave for the circumstances outlined in this section should be designated as “Military Caregiver” FMLA leave, not leave under Section III(C)(3) of this policy to care for a family member with a serious health condition.

Combined Leave Total

During a single “leave year,” an individual eligible employee is entitled to a maximum of twelve weeks of unpaid leave even if the employee has multiple circumstances under Section III(C) above that qualify for FMLA leave, provided the employee does not also qualify for “military caregiver” leave.

Where an employee qualifies for “military caregiver” leave, the employee is entitled to a maximum of twenty-six weeks of unpaid leave during the “single twelve-month period” beginning on the date the

employee begins “military caregiver” leave. However, in such a circumstance, the employee is entitled to only twelve weeks total of unpaid leave during that twenty-six weeks for any and all FMLA qualifying circumstances outlined in Section III(C) of this policy.

When both parents of a newborn, adopted, or foster child are employed by the university, the FMLA entitles the two employees to a combined total of twelve weeks of FMLA leave per “leave year” for circumstances related to the birth, care, or placement of a healthy child (“birth/care/placement leave”), as specified in Section III(C)(1) and (2) of this policy, and/or circumstances related to the care of a parent with a serious health condition (“parental serious health condition leave”), as specified in Section III(C)(3) of this policy. When “combined total” leave is taken by a spouse under this paragraph, (s)he retains the balance of any remaining individual leave entitlement (*i.e.* the maximum available individual leave, minus any “combined total” leave taken) for the applicable “leave year.”

When both spouses are employed by the University, they may be limited to a combined total of twenty-six weeks of leave per “single twelve-month period” (that period available for military caregiver leave described in Section III(D) of this policy) for birth/care/placement leave, parental serious health condition leave, and/or military caregiver leave (with a maximum of twelve weeks for birth/care/placement and/or parental serious health condition leave). Under the circumstances of this paragraph, neither spouse retains the balance of any remaining individual leave entitlement after the combined total of twenty-six weeks has been taken in the single twelve-month period.

Notification and Certification

When the need for leave is foreseeable and due to a “qualifying exigency” involving military duty as described in Section III(C)(5), the employee must notify the University as soon as reasonable and practicable. For all other instances in which the need for leave is foreseeable, employees are to provide the University at least thirty days prior notice. When the need for leave is not foreseeable, employees are to notify the University as soon as practicable. Failure to provide required notice may result in delay of FMLA leave depending on the particular facts and circumstances. When paid leave is applied to any period of qualifying FMLA leave, the employee must satisfy university or department procedures applicable to such paid leave (which could involve additional documentation, call-in requirements, or other procedures).

Employees must provide sufficient information for the University to reasonably determine whether FMLA applies to the leave request. Employees have an obligation to respond to University inquiries intended to determine whether an absence is FMLA qualifying.

A complete and sufficient medical certification (and recertification(s) in certain circumstances) may be required for leaves of absence due to serious health conditions of the employee, spouse, parent or child. Appropriate certification may also be required for leave taken because of a “qualifying exigency” involving military duty as described in Section III(C)(5) and for “military caregiver” leave described in Section III(D). In all cases where certification is required, failure to provide a complete and sufficient certification may result in denial or delay of leave until appropriate certification is provided.

The University may require an employee on FMLA leave to report periodically on his/her status and intent to return to work. If an employee is returning from a medical leave for his or her own serious

health condition, the employee will be required to provide a complete and sufficient certification from his or her health care provider that the employee is capable of returning to work. Such a certification must address the employee's ability to perform the essential functions of the employee's job.

Intermittent or Reduced-Schedule Leave

Leave may be taken on an intermittent or reduced-schedule basis if medically necessary because of an employee's own serious health condition, to care for a parent/spouse/child with a serious health condition, or to care for a covered service member or covered veteran with a serious illness or injury. Employees must make reasonable efforts to schedule intermittent/reduced-schedule leave so as not to unduly disrupt University operations.

Intermittent or reduced-schedule leave may also be taken for a qualifying exigency as described in Section III(C) above.

Where leave is for the birth, care or adoption/foster placement of a healthy child, intermittent or reduced-schedule leave may only be taken with the permission of the University.

When intermittent/reduced-schedule leave is required, the University may require the employee to transfer temporarily to an alternative position for which the employee is qualified and which better allows for recurring periods of leave.

Effect on Insurance Benefits and 403(b) Plan Eligibility

During an approved family/medical leave, the University will maintain an employee's group health insurance, dental insurance, flexible spending account, and other health benefit coverage (collectively, "health benefits") as if the employee had not taken FMLA leave and had continued actively working. If an employee has substituted available paid leave for unpaid family and medical leave, the employee's share of health benefits premiums/account contributions will be handled by payroll deduction. If an employee is taking unpaid leave, Human Resources will notify the employee of the amount and date that the employee's portion of health benefits premium/account contribution payments are due while on leave. Continuation of other University benefits during leave and payment of premiums for other benefits will be treated as with other forms of leave (paid or unpaid, as appropriate).

Any period of unpaid FMLA leave will not be counted towards a break in service for purposes of eligibility to participate in the University's 403(b) plans, but such time will not be treated as credited service for purposes of such eligibility. If an employee has substituted paid leave for unpaid FMLA leave, that leave period will be treated as credited service for purposes of 403(b) plan eligibility.

Return from FMLA Leave

Upon return from FMLA leave, an employee will be reinstated to the same or an equivalent position as before the leave in accordance with FMLA regulations. However, employees have no greater right to reinstatement or to other benefits of continued employment than if they had been continuously employed during FMLA leave.

Tenure Probationary Period Extension for Faculty Taking FMLA Leave

An untenured faculty member qualifying for FMLA leave for the birth or adoption of a child during the tenure probationary period shall be entitled to a one-year extension of the probationary period. An untenured faculty member who experiences other circumstances qualifying for FMLA leave that seriously interrupt the performance of professional duties during the tenure probationary period shall be entitled to a one-year extension of the probationary period. An untenured faculty member is entitled to only a single one-year extension under this policy regardless of the number of qualifying circumstances the faculty member experiences during the tenure probationary period. Thus, for example, the maximum probationary period for an untenured undergraduate faculty member who qualifies for an extension under this policy is seven (7) years rather than the usual six (6). An untenured faculty member who may qualify for an extension shall notify the school Dean 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.

Further information regarding the University's FMLA policy, as well as procedures to be followed when requesting family and medical leave, is available from Human Resources.

Holidays

<http://www.wlu.edu/human-resources/benefits/time-off-leave-and-disability/university-holidays>

The University observes the following scheduled holidays: New Year's Day, Memorial Day (provided that classes are not in session), Independence Day, a half day before Thanksgiving, Thanksgiving Day, the day after Thanksgiving, Christmas Eve, and Christmas. In addition to the usually observed holidays, the University designates the days between Christmas and New Year's as Employee Appreciation Holidays. Employees in "part-time with partial benefits" positions are eligible for pay for regularly scheduled hours that occur on Employee Appreciation Holidays.

Religious Holiday Observance

The diversity of people who make up our University community requires the recognition of and respect for different religious beliefs, including the celebration of religious holidays. While the operating needs of the department must be met, supervisors should make practical accommodations to work schedules for individuals who request time off in advance for religious holidays. If the time away from work for a religious holiday is approved, an employee may use accrued CTO time. Supervisors may also permit employees to take time off without pay or to rearrange work schedules during the week in which the holiday occurs to make up for missed work time.

Jury Duty

The University recognizes employees' civic responsibility to serve on juries and continues an employee's compensation while he/she is performing this duty. There is no deduction for compensation received from the Commonwealth of Virginia.

Court Testimony

Time off to testify in court will be charged to CTO unless the employee requests unpaid leave or makes up the time during the same workweek. If an employee is testifying on behalf of the University, that time will count as paid time.

Military Leave

The University is committed to supporting its employees' fulfillment of their annual, several-week military training/reserve obligation, as well as those called to active-duty military service.

The University will pay the difference between the employee's regular base salary and base military pay for training and/or active duty. Alternatively, the employee may choose to use CTO for the training and receive full pay from W&L in addition to the military pay.

If an employee is called to active-duty military service, the University will afford all reemployment rights, compensation and benefits provided for by the Uniformed Services Employment and Rights Act of 1994, (<http://webapps.dol.gov/dolfaq/go-dol-faq.asp?faqid=418&faqsub=Employment+Rights%2FUSERRA&faqtop=Veterans&topicid=12>) and other applicable federal or state law. For specific information, contact the Executive Director of Human Resources.

Parental Leave – Faculty

Washington and Lee University is committed to supporting its faculty with parental leave for eligible faculty who temporarily relinquish their duties following childbirth or adoption, in a manner consistent with its educational mission and the effective operation of the University. This policy is designed to provide a reasonable and fair period of paid leave to such employees and to address circumstances in which the University may need to reassign teaching and/or other duties as medically advised or to serve the integrity of the academic or administrative program.

This policy applies to employees defined as voting faculty in the faculty handbook. This policy does not apply to visiting faculty and part-time teaching staff. This policy is equally applicable to members of the eligible faculty who are in a domestic partner relationship in accordance with the University's domestic partner policy.

Except as otherwise provided below, the University will provide eight (8) consecutive weeks of paid parental leave to each birth mother or new adoptive mother who is a full-time member of its eligible faculty and who temporarily relinquishes the duties of her position following childbirth or adoption. This parental leave will be provided immediately following the birth of a child or adoption of a pre-school age 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 appropriate Dean. In the case of adoption, eligible faculty may take parental leave before the actual adoption of the child, where approved by the

appropriate Dean, for circumstances where the faculty member needs to be away from his/her position for the adoption to proceed (e.g., travel to another country to complete the adoption).

Note: This policy presumes that the mother of a child will be the primary caregiver; however, if an eligible faculty member is not the mother but is the primary caregiver for a child, that faculty member may use this parental leave.

Eligible faculty not assuming primary caregiver responsibilities for their newborn and newly adopted pre-school age children are eligible for two weeks of paid parental leave to be taken within the first three months following the birth of a child or the adoption of a pre-school age child.

In the event of a childbirth or adoption occurring during the summer months (June, July, August) to an eligible faculty member, this paid parental leave benefit will only apply for any balance of the eight (8) weeks that the faculty member would otherwise have been expected to be back to academic term duties (i.e., if the employee gives birth or adopts two weeks before the start of the fall term, she would receive six (6) weeks of paid parental leave beginning at the start of the fall term, but if the employee gives birth or adopts 10 weeks before the start of the fall term, she would not need the benefit of paid parental leave during the term, as she would not otherwise be losing any salary during the eight (8) weeks following the birth or adoption). Eligible faculty members giving birth during the summer months will also be allowed to relinquish their Fall Term teaching load, but will still be required to maintain their office duties such as advising, committee attendance, course planning, etc.

Interplay between Parental Leave and Other Available Leaves

This policy is independent of the University's paid sick leave benefit. However, paid parental leave will not extend unpaid leave available under the University's Family and Medical Leave (FMLA) policy. Rather, such paid leave will run concurrently with any FMLA leave available under the circumstances, as designated by the appropriate Dean. Nothing in this policy precludes the eligible faculty member from taking any remaining unpaid FMLA leave following the expiration of the University's paid parental leave, in accordance with the University's FMLA policy.

Requesting Parental Leave

Eligible faculty must request parental leave in writing to their department head ninety (90) days in advance of the requested leave start date (or as early as possible in the planning phase of an adoption process). The appropriate Dean must approve faculty requests for parental leave.

Reassignment of Teaching Duties and Extension of Tenure Probationary Period

Deans have the discretion to reassign teaching duties and assign alternate appropriate duties to an eligible faculty member taking parental leave under this policy, when medically advised or to serve the integrity of the academic or administrative program. The duration of such reassignment of duties will depend on when the birth or adoption occurs during the course of the academic term; however, Deans reserve the right to assign appropriate non-teaching duties to a faculty member up to four weeks before or after the eight-week parental leave period. An untenured faculty member who becomes the mother or father of a child through birth or adoption during the tenure probationary period shall be entitled to a one-year extension of the probationary period. An untenured faculty

member is entitled to a one-year extension under this policy for each birth or adoption of a child regardless of the number of qualifying circumstances the faculty member experiences in the tenure probationary period. An untenured faculty member who experiences other circumstances covered by the Family and Medical Leave Act that seriously interrupt the performance of professional duties during the tenure probationary period shall be entitled to a one-year extension of the probationary period. An untenured faculty member who may qualify for an extension shall notify the school Dean 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.

Parental Leave – Staff

The University is committed to supporting its staff with parental leave for eligible employees who temporarily relinquish their duties following childbirth or adoption, in a manner consistent with its educational mission and the effective operation of the University. This policy is designed to provide a reasonable and fair period of paid leave to such employees.

This policy is applicable to all full-time staff and administrator employees of the University, including those members of the eligible staff who are in a domestic partner relationship in accordance with the University's domestic partner policy.

Except as otherwise provided below, the University will provide eight (8) consecutive weeks of paid parental leave to each birth mother or new adoptive mother who is a full-time member of its staff (full-time voting faculty should refer to the Eligible Faculty Parental Leave Policy) and who temporarily relinquishes the duties of her position following childbirth or adoption. This parental leave will be provided immediately following the birth of a child or adoption of a pre-school age 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 Executive Director of Human Resources. In the case of adoption, eligible staff may take parental leave before the actual adoption of the child where approved by the Executive Director of Human Resources, for circumstances where the staff member needs to be away from his/her position for the adoption to proceed (e.g., travel to another country to complete the adoption).

Note: This policy presumes that the mother of a child will be the primary caregiver; however, if an eligible staff member is not the mother but is the primary caregiver for a child, that staff member may use this parental leave.

Eligible staff not assuming primary caregiver responsibilities for their newborn and newly adopted pre-school age children are eligible for two weeks of paid parental leave to be taken within the first three months following the birth of a child or the adoption of a pre-school age child.

For academic year appointments, in the event of a childbirth or adoption occurring during the summer months (June, July, August) to an eligible staff member, this paid parental leave will only apply for any balance of the eight (8) weeks that the staff member would otherwise have been expected to be back to academic term duties (i.e., if the employee gives birth or adopts two weeks before the start of

the fall term, she would receive six (6) weeks of paid parental leave beginning at the start of the fall term, but if the employee gives birth or adopts 10 weeks before the start of the fall term, she would not need the benefit of paid parental leave during the term, as she would not otherwise be losing any salary during the eight (8) weeks following the birth or adoption).

Interplay between Parental Leave and Other Available Leaves

This policy is independent of the University's combined time off, sick leave reserve, and short-term disability benefits. However, paid parental leave will not extend unpaid leave available under the University's Family and Medical Leave (FMLA) policy. Rather, such paid leave will run concurrently with any FMLA leave available under the circumstances, as designated by the Executive Director of Human Resources. Nothing in this policy precludes the eligible staff member from taking any remaining unpaid FMLA leave following the expiration of the University's paid parental leave, in accordance with the University's FMLA policy.

Requesting Parental Leave

Eligible staff must request parental leave in writing to their supervisor ninety (90) days in advance of the requested leave start date (or as early as possible in the planning phase of an adoption process). The Executive Director of Human Resources must approve staff requests for parental leave.

Other Unpaid Leaves of Absence

Requests for other unpaid personal leave should be directed to the employee's supervisor. The dean or vice president and the Executive Director of Human Resources must review requests for such leave. In reviewing the employee's request, criteria such as departmental need and workload, seniority, overall work record, and the specific nature of the request are among the factors considered.

Normally all University paid benefits are suspended after the first 30 days of an unpaid leave of absence. Continuation of benefits should be discussed with Human Resources prior to requesting unpaid leave. When a leave of absence ends, every reasonable effort will be made to return the employee to the same position, if it is available, or to a similar available position for which the employee is qualified. W&L cannot guarantee reinstatement in all cases. If an employee fails to return to work promptly at the expiration of the approved leave period, s/he will be deemed to have resigned.

PERFORMANCE AND PROFESSIONAL DEVELOPMENT PROGRAMS

Continuous Achievement PATH Program

At Washington and Lee, we believe that performance development should be a continuous cycle of measurement, feedback and development designed to result in the highest levels of excellence and to recognize, develop and reward top performers.

Our Continuous Achievement PATH Program is designed to be:

- Focused on goals achieved and competencies demonstrated on the job
- Development focused
- Performance based
- A partnership between the employee and supervisor
- Objective
- Transparent
- Consistent

Supervisors are responsible for:

- Providing clear performance standards for all employees to follow to enhance performance
- Providing employees with constructive, objective, and respectful feedback
- Aligning the employee's goals with the department's, division's and University's goals
- Identifying training needs. (We will also use the Year-End Review of the PATH to identify training needs and to identify those employees who want or are ready for promotions or new assignments.)
- Conducting an annual performance review based on job performance, goals, and competencies.

Employees are responsible for:

- Working with supervisors to create goals and assess individual performance
- Working with supervisors to identify career paths and training needed to develop skills or competencies

The PATH Program is designed for the particular Career Stage that corresponds to the employee's role at the University and is completed by all administration and staff. The form varies somewhat by Career Stage to focus on the competencies that are relevant to that group.

Employees complete the annual process online and access their individual PATH Program at

<https://managementtools4.wlu.edu/PATH/>

A complete description of the program and training materials are available from Human Resources and at <http://go.wlu.edu/HR/performance>.

Performance Improvement

If the supervisor determines that current employee performance requires improvement, the supervisor should discuss the performance deficiency with the employee and agree on a remedy. In some instances, a performance improvement plan will be written that includes a description of the behavior, performance, or situation that must be changed and the expected level of performance to be achieved.

When an employee's overall performance rating on the PATH is less than Strong Performer, the employee is required to have a performance improvement plan and a mid-year review in the following performance year. The PATH goals for the following year may serve as the performance improvement plan.

If the performance does not improve, disciplinary action may be taken. Although the University generally follows a progressive disciplinary approach, disciplinary action can begin at any level, depending on the circumstances, and is at the discretion of the University. Some of the factors that the University may consider (non-exclusive list) are: whether the behavior, performance issue, or situation has been repeated despite coaching, counseling, or training; the employee's overall work record; and the impact that the behavior or performance issues have on the department and the University.

Typical levels of progressive discipline include:

- Verbal warning
- Written warning
- Suspension without pay
- Termination

Professional Development

Washington and Lee University is committed to continuous learning. We believe that professional development is a shared responsibility and collaboration among the employee, the supervisor and W&L. Remaining current in the field and keeping up with changes and new technology is a normal job responsibility. Needs and priorities change over time, and employees should be prepared to acquire new skills to remain competitive and successful in their current position.

The University endeavors to support employees' professional development through the following programs:

Technology Education

Information Technology Services offers face-to-face training and consultation on most University-licensed software systems, as well as online tutorials for Microsoft Office, Adobe Creative Suite, and other systems. If you are interested in any of these services, please contact the ITS Information Desk in Leyburn Library at x4357, or by sending an email with your request to help@wlu.edu.

On-Campus Workshops

The University offers on-campus classes and seminars throughout the year on a variety of topics including, but not limited to, supervisory skills, communication, retirement planning, computer

classes, wellness activities and University policies. Staff are invited to register for these classes, which are advertised as they are developed. For professional development classes held during work hours, please discuss with your supervisor before registering.

Compensation When Attending On-campus Workshops and Seminars

A number of on-campus workshops and seminars are offered to employees by Human Resources and other departments. Managers are encouraged to support employee attendance at these programs - many of which are intended to help the individual achieve personal or professional goals or help the department achieve its goals. Many sessions are beneficial more on a personal or work/life level; however managers may still want to encourage attendance at these programs, as the information presented may be helpful to employees managing personal issues and could result in increased productivity and improved employee morale. Employees will normally be compensated for attendance at sessions that occur during their regular work hours.

With supervisory approval, employees may be compensated for attendance at workshops and seminars that are held when they are not scheduled to work, in compliance with Federal wage and hour laws and regulations. In such instances, the employee's work schedule for the week might be adjusted so that they not work more than their regularly scheduled hours.

Educational Assistance Outside the University

The Professional Development Program provides tuition assistance to full-time employees seeking to obtain a college-level degree, attend educational courses not leading to a degree, or obtain a work-related certification or license. Requests may be funded fully or partially for courses that will benefit the employee at his/her current position, improve job skills, or position the employee for advancement opportunities at the University. University funds should not be used to support course work that is not job-related.

Additional information including eligibility and policy details is located at

<http://www.wlu.edu/human-resources/programs-and-events/employee-learning-and-professional-development>.

WORK-LIFE PROGRAMS

In the fall of 2008, the University introduced the work-life initiative to begin to address the many challenges faculty and staff face as they try to balance their personal lives with work. These challenges vary depending on each individual's personal circumstances. The term "work-life" refers to resources and services that help members of the campus community manage and balance their personal lives and obligations with their professional lives and duties. Contact the work-life coordinator for additional information about these programs.

Childcare Resources

<http://www.wlu.edu/human-resources/benefits/worklife-initiatives/dependent-care/child-care>

There are a number of year round childcare options available in the community and summer programs on campus and in the local community. The University provides each employee with a membership to Care.com (<http://www.wlu.edu/human-resources/benefits/worklife-initiatives/dependent-care/care.com>). Washington and Lee students are encouraged to register as providers as a way for employees to find student babysitters. Tuition scholarships to Woods Creek Montessori are available for preschool age children of employees.

Lactation Resources

Washington and Lee University supports nursing mothers by providing reasonable break time for an employee to express breast milk for her nursing child for one year after the child's birth.

There are three (3) lactation rooms available on campus in the Early-Fielding Building, Holekamp Hall, and in Sidney Lewis Hall. These rooms are furnished to provide nursing mothers with privacy and comfort. The lactation rooms are also equipped with refrigerators for storage of breast milk. Please contact Human Resources to discuss use of lactation facilities.

Nursing mothers are encouraged to discuss their individual needs with their supervisors. Employees may also contact Human Resources to discuss alternatives to the available lactation rooms provided or with questions regarding this policy.

Infant Dependent Care Travel Fund

In order to support employees and their infants, Washington and Lee University offers dependent care travel funds to administrators, tenure-track and tenured faculty for qualified expenses. This fund helps alleviate the financial burden of dependent care incurred by mothers and primary caregivers during the child's first year of life while traveling on University business.

Eligibility

- Administrators, tenure-track and tenured faculty are eligible when travel is required by the University or deemed beneficial for professional development and is approved in advance by the appropriate Dean or Vice President.
- Recipients must certify that the funds requested for dependent care are due to travel for University business and are above and beyond normal dependent care expenses (for example, normal child care costs).

- Benefit is available to eligible employees with children under the age of 1 year.
- Covered expenses include:
 - Cost of transporting the caregiver to a conference or meeting location including travel, meals, and hotel expenses
 - Maximum allowance is \$500 per fiscal year
 - Under IRS regulations, reimbursement for caregiver expenses is considered taxable income for the employee

Eldercare Resources

<http://www.wlu.edu/human-resources/benefits/worklife-initiatives/dependent-care/elder-care>

Care.com offers resources to support employees with aging parents, including senior care planning services and senior care advising.

Dual Career Resources

<http://go.wlu.edu/dualcareer>

The decision to accept a new position and relocate is a personal one. Washington and Lee University understands that your decision to relocate, as well as your happiness here, is greatly influenced by opportunities for your spouse or partner.

Washington and Lee provides job search information to the partners of new employees. While we cannot guarantee placement, we will work with you to explore local options. Applicants may contact the work-life coordinator for dual-career assistance. Applicants are also encouraged to initiate conversations with department chairs or supervisors during the interview process. Services are extended for one calendar year to the spouse/partners of employees. Services for spouse/partners beyond the one year outside of this are available by request if dual career caseload allows.

Washington and Lee is a founding member of the [Mid-Atlantic HERC](#), which includes job postings from a variety of colleges, universities and research institutions, as well as a dual-career search function for all member organizations. HERC searches will include postings from member institutions including James Madison University, University of Richmond, the University of Virginia and Virginia Military Institute.

Wellness Program (Live Well W&L)

<http://go.wlu.edu/HR/wellness>

Washington and Lee is committed to a work environment that promotes healthy lifestyles and enhances a culture of wellness on campus. Through health promotion, educational programming, and a full array of athletic and recreational facilities, employees have unique opportunities readily available. Offerings include Weight Watchers @ Work, Group Exercise Classes, use of the fitness center, campus walking map, wellness contests, etc. Incentives are available for benefit eligible employees and their spouse/partners who participate in various aspects of the wellness program. In order for a spouse/partner to receive the wellness incentive, the employee must participate and meet minimum wellness goals.

Affinity Groups

Newcomers Club

The Newcomers Club holds several activities each year to welcome the newest members of our community and provide opportunities for new faculty and staff to become acquainted. Activities are open to those hired in the last three years. New employees may request to join the W&L Newcomers Group on Facebook. Newcomers receive emails from the Work-Life Coordinator with information on Newcomers events and local activities and entertainment.

Office Professionals Network

The Office Professionals Network (OPN) is an employee resource group for the university's office professionals. The mission of the group is to foster a diverse and inclusive work environment, create opportunities for professional development, and provide a social space for employee to connect, network and share ideas of interest between members.

Professionals of Color

The Professionals of Color Group holds several social gathering each year to provide opportunities for networking among faculty and administrators from underrepresented minorities. Invitations are sent directly to professionals of color with details of the social event.

EMPLOYEE RECOGNITION

The University recognizes and honors employees' work and dedication throughout the year. The following is a list of some of the events.

Employee Recognition Banquet

Washington and Lee University recognizes and honors staff who have reached certain service milestones. Awards are presented to employees in recognition for years of service beginning at 10 years and at every five-year milestone beyond. In the spring, a special luncheon is held in their honor. Staff who are retiring during that fiscal year are also honored.

Employee Appreciation Picnic (FINALE)

An annual picnic is held to show appreciation to all employees for their contribution to the University's mission. Family members are invited to join in the festivities, which include food, games, door prizes and other activities.

George and Bob Bucks

Employees receive a book of George and Bob Bucks each fall. Employees can use these to express thanks to colleagues and to reward excellent customer service. Books are distributed each fall. Recipients can use the bucks at the University Store, Lee Chapel Museum Shop, or at any of the campus dining locations.

Administrative Professionals Day

Each April we recognize Administrative Professionals with a reception for the work they do throughout the year.

Live Well W&L 5K Fun Run/Walk

Each April, Live Well W&L hosts a 5K for employees and their spouses/partners. This event is free and provides opportunities for employees to run, walk or volunteer at the event.

LEAVING WASHINGTON AND LEE

Resignation Procedures

When an employee resigns from the University, he or she must notify Human Resources and his or her immediate supervisor of the departure in writing. Employees should work with their Supervisors to see that any University documents or data stored on personal or University computing equipment or cellular phones may be moved/stored so that it will be accessible as needed for University operations and retention. It is expected that non-exempt employees who leave the University will provide the University with at least two weeks' notice of their departure. Exempt employees are expected to provide the University with four weeks or more notice whenever possible. Employees who fail to provide the recommended departure notice to their supervisor may be deemed to be ineligible for future employment at the University.

An employee's actual termination day must be the last day worked, and cannot be extended by the use of CTO, SLR, or a holiday. Employees who leave the University are paid for accrued, unused CTO balances as long as CTO has been recorded appropriately throughout your employment. Unused SLR is not paid on termination of employment.

Employees are responsible for returning items in their possession or control that are the property of the University, such as the following:

- Credit cards, equipment and tools, W&L University Card, Manuals
- Cellular phones, Pagers,
- Parking tags
- Protective equipment
- Computers and audiovisual equipment Tools
- Uniforms
- Vivokey
- Written materials
- CDs and jump drives

All University property must be returned by employees on or before their last day of work. With the employee's signed authorization consistent with Virginia law, the University may withhold from the employee's final paycheck the cost of any items that are not returned when required and the balance of outstanding University charge accounts. The University may also take all action deemed appropriate to recover or protect its property. Employees holding a University home loan should contact the Treasurer's Office. Information Technology Services disables network accounts on or before an employee's last day of work, and e-mail accounts on or before one month after the last day of work. Any extensions to accounts must be approved by the appropriate dean or vice president.

Retirement

An employee is eligible for full retirement benefits when they have attained the age of 59.5 and have a minimum of ten consecutive years of full-time, benefit eligible service immediately before retiring. Refer to the section, Benefits for Retirees.

Involuntary Termination of Employment

The University may terminate the employment of a staff or administrative employee at any time in accordance with the procedures in this handbook.

The University believes in treating employees fairly. If a serious concern arises, the supervisor should discuss the performance deficiency with the employee and agree on a remedy. If this performance-review session does not result in improved performance, the supervisor should use the written performance-evaluation tool and follow the steps noted in the performance-planning section of that tool and the Performance Improvement section of this handbook. Although the University generally follows a progressive disciplinary approach, there are occasions and circumstances when W&L terminates an employee immediately. These decisions will be made at the University's discretion. Before any employee is terminated, the supervisor should consult with the Executive Director of Human Resources, who will consult with the Vice President for Finance and Administration, who will endeavor to notify the President or Provost of the termination. Nothing in this handbook, however, creates any contract of employment. Employment with the University remains at-will, subject to termination by either the employee or the University, at any time and for any reason.

Exit Interview

Supervisors of employees who are leaving are encouraged to conduct exit interviews. Human Resources may also conduct an exit interview. An employee's candid assessment of W&L's working conditions is used in our continuous improvement efforts. This information helps us to identify common trends or themes as we continue to look for ways to improve the W&L work experience. As part of this exit interview, the employee is reminded to return all University equipment (includes laptops, phones, keys, etc.) to the appropriate departments.

COBRA

The Federal Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA) provides eligible employees and their qualified dependents the opportunity to continue coverage under the University's health and dental insurance plans and flexible spending account (under some circumstances) when a departure from employment would normally result in loss of benefit. Enrollment may be continued up to 18, 29 or 36 months depending on the qualifying event under federal law. If continued coverage is elected, the employee pays 100% of the group premium rate plus a 2% administration charge.

References

In accordance with the Virginia Reference Immunity Act, W&L supervisors are permitted to provide factual information about a former employee's job performance or work record to a prospective employer as requested. All requests for references for employees who have worked for or are leaving the University should be referred to the immediate supervisor or anyone in the chain of command. Non-supervisory employees are not permitted to provide references.

In the case of a person whose employment was terminated by the University the supervisor must first consult with the Executive Director of Human Resources before responding to any reference request.

Written requests for *verification of employment only* should be sent to Human Resources for completion.

CAMPUS RESOURCES

Click here for a campus map: <http://campusmap.wlu.edu/>

As members of the University community, employees and their families have the opportunity to participate in a wide range of academic, athletic, cultural and social activities.

A number of University calendars are located on the main website under the Calendar of Events section. In addition, there are listings of schedules, major University events, sports schedules, concerts, exhibits, etc.

Art Galleries

<http://www.wlu.edu/staniar-gallery>

Staniar Gallery

Located on the second floor of Wilson Hall, the gallery stages a variety of public exhibitions and hosts a lecture series for visiting artists. The gallery's schedule and slate of events changes annually, as it brings to campus an array of important and challenging images and image-makers who interact with students, faculty and the greater Lexington community during their stay at Washington and Lee.

Stan Kamen Gallery

<http://go.wlu.edu/kamen-gallery>

The Stan Kamen Collection was bequeathed to Washington and Lee in 1986 by Stan Kamen '49L. The collection is permanently installed in the lobby of the Lenfest Center for the Performing Arts and is regularly rotated for conservation purposes. The collection offers a view of the American West, particularly the Old West, which has been created by some of America's foremost 20th-century artists.

Athletic Facilities

<https://www.generalssports.com/landing/index>

There are a number of athletic facilities available for use by employees and their dependents. Employees should contact Athletics to obtain privilege cards for family members.

The Washington and Lee Natatorium features a "fast" 25 yard x 39.3 meter pool with all-deep racing course, mechanical systems for a clean, healthy and safe swimming experience and great spaces for spectators, locker rooms, offices and training.

The Warner Center, named for former W&L trustee Jonathan Westervelt Warner, is a five-story facility that features a basketball arena, a wrestling room, team locker rooms, an excellent athletic training facility, handball, racquetball and squash courts, a baseball batting cage, an equipment room and an 11,000-square foot fitness center.

The W&L tennis teams train and compete in the Duchossois Tennis Center, a state-of-the-art, four-court, indoor tennis facility. The W&L tennis teams play their outdoor matches on the William Washburn Courts and the Upper Varsity Courts.

Business Services

<http://www.go.wlu.edu/businessoffice>

Business Services is located in the Business Office at 2 S Main. Services include faculty housing, purchasing, vehicle use, surplus furniture and equipment management, and University travel.

Business Office

<http://www.go.wlu.edu/businessoffice>

The staff in the Business Office gathers and reports financial information responsible for the continual operation of the University. Examples include accounts receivable (tuition, fees, study abroad, special programs), cash/check receipts (all types); accounts payable (invoices, speakers, reimbursements); credit cards (issuance, payment); payroll (checks, direct deposits); endowment (investment reporting, maintenance); grants (federal, state, independent reporting); non-endowment investments, fixed assets (tracking equipment, furniture, property); life income and annuities, contracts, banking relationships, student loans (recording of University loan program); and tax issues (federal withholding, state withholding, non-resident, sales tax, alcohol research).

Communications and Public Affairs

<https://www.wlu.edu/communications-and-public-affairs>

The Office of Communications and Public Affairs is charged with advancing and protecting the reputation of the University with both internal and external audiences, and partnering with clients across campus to achieve their specific communications goals. The office consists of six areas: **Content Development and Editorial** provides writing, proofreading, editorial, photography and videography services for digital and print publications. They produce W&L, the Washington and Lee Magazine; Discovery, the W&L Law newsletter; and Generally Speaking, the University's monthly e-newsletter; as well as providing writing, photography and videography services for the campus community. **Digital Strategy** provides web support to the entire campus, overseeing the University's public web presence and web accessibility efforts. **News and Media** pitches news and feature stories, manages media requests, provides media training and oversees the University's online calendar, as well as its official social media channels. **Publications** designs and produces print publications for the University community, including brochures, posters, invitations and stationery, and is charged with enforcing the University's graphic identity. **Athletic Communications** provides game day operations and staff for all home athletic events and manages the athletics website, videography and social media. **WLUR** provides regular programming for the campus radio station and live broadcasting assistance and game-day commentary for over 100 athletics contests each year.

Copy Services

<http://printingservices.wlu.edu>

The Copying Center offers a wide variety of services to the Washington and Lee community, including:

copying, collating, cutting, folding, large-format printing, spiral binding, Velo binding, hold punching, stapling, transparencies, perforating and numbering, envelopes, mail merges and business cards. Copy Services also maintains nearly 100 multi-function Biz Hub machines all over campus, which serve as color copiers, printers, scanners and fax machines.

Dining Services

<https://go.wlu.edu/diningservices>

Dining Services offers meal plans to employees at a discounted rate and also allows employees to load “Food Flex” onto their account, which gives them access to added savings. Dining locations accept meal plans, food flex, credit cards, or cash. Dining Services offers a wide variety of food-service selections and locations, including six locations that are open to faculty, staff, and the general public:

The Marketplace: an all-you-care-to-eat facility located in Elrod Commons featuring a diverse array of freshly prepared foods from cuisines spanning America and the world. The Marketplace includes a fresh salad and soup bar, deli sandwich station, pizza oven, grill, daily dish, dessert bar, vegetarian and vegan dishes, and an allergy-friendly station, and serves breakfast, lunch, and dinner daily. Look for special-event and themed meals throughout the year!

Café ’77: located on the main floor of Elrod Commons, Café ’77 offers delicious sandwiches, salads, sushi, and sides. It is typically open continuously from early morning through late-night. Café ’77 also offers the adjacent Emporium, a convenience store facility featuring a variety of candy bars, chips, healthy snacks, drinks, and grab-and-go items.

E-Café: located in the Hillel House, the E-Café is a fully kosher facility featuring New York bagels and spreads, sandwiches, snacks, and a fresh smoothie bar. (Breakfast and Lunch only)

The Tea House: located in the Ruscio Center for Global Learning, the Tea House offers gourmet coffees, teas, bubble teas, and specialty drinks, as well as fresh sandwiches, sushi, scones, and gourmet baked goods. (Breakfast and Lunch only)

Fieldside Restaurant and Pub: located just beyond Wilson Field in the Third-Year Housing complex, Fieldside actually offers two restaurants within its facility. Fireside Pub overlooks the football field with scenic views and serves gourmet sandwiches, breakfast all day, locally roasted coffee drinks, and a variety of unique specials. In the other half of the building, Food Side restaurant changes concepts 5 times each year (roughly every 6 weeks during the academic year), featuring fun and flavorful concepts like La Cantina (Mexican) and Que-U (barbecue). Both halves of Fieldside serve beer and wine.

Brief Stop: located in the Law School, the Brief Stop is a convenient source for sandwiches, soups, yogurt, snacks, and locally roasted coffee.

Information Technology Services

<https://go.wlu.edu/its>

Information Technology Services (ITS) provides a wide variety of computer services to the Washington and Lee community. Their mission is to provide innovative leadership and excellent support to empower the University community in the successful use of information technology.

Lee Chapel and Museum

<http://leechapel.wlu.edu>

Lee Chapel serves as a gathering place for some of the University's most important events. Lee is buried in the family crypt below the auditorium, and a museum focused on the contributions of Lee and Washington to higher education is housed in the lower level. The lower level also includes Lee's office and a museum shop.

Lenfest Center for the Performing Arts

<http://go.wlu.edu/lenfest>

The Lenfest Center for the Arts, home of the departments of theater, music and art, is a multi-use facility designed and equipped to accommodate a broad spectrum of the performing arts, including theater, musical theater, opera and operetta, choral and band music, dance, and performance art in one energizing complex.

Mail Services

<http://go.wlu.edu/campusmail>

Campus Mail Services is located in the Early-Fielding Building. It is open to all customers from 8:30 a.m. to 4:30 p.m. Monday through Friday. Mail Services picks up and delivers mail to campus departments twice daily and coordinates numerous outgoing mailings and shipments via all major carriers.

Public Safety

<http://go.wlu.edu/publicsafety>

The Department of Public Safety serves to promote a safe and secure environment for students, faculty, staff and visitors to the University community. Accomplishing this requires not just the efforts of the members of the Public Safety staff, but also the cooperation, understanding and support of every member of our community. You can also assist in maintaining a safe and secure campus environment by following the motto, "If You See Something, Say Something". If you observe a potential crime or policy violation, suspicious activity or individuals, or just have a general safety or security question or concern, please contact the Department of Public Safety immediately at x8999 or (540) 458-8999. Public Safety staff are on-duty and available to assist 24/7/365.

The Department of Public Safety is also responsible for managing parking on campus. Parking for all motor vehicles (including motorcycles) on campus requires a permit, which are issued on an annual

basis and are free of charge to all employees. Employees are issued one hangtag parking permit, and can have up to two vehicles registered to their permit at any time. The University utilizes an online parking management system for permits and vehicle registration, as well as for parking enforcement/payments/appeals. The online system, called iParq, can be found online at, <https://wlu.thepermitstore.com/>

Reeves Center

<http://go.wlu.edu/reeves>

The Reeves Center displays Washington and Lee's ceramics collection, which spans more than 4,000 years of human history. The collection is especially rich in Chinese export porcelain and European ceramics made between 1600 and 1900, and the Chinese export collection is ranked as the fourth best in the nation.

The Reeves Center is located in an 1842 house and in the Watson Pavilion located across the sidewalk. In addition to the ceramics collection, the Reeves Center houses the paintings of Louise Herreshoff Reeves (1876– 1967). The Watson Pavilion houses domestic Asian ceramics, changing exhibits and the Japanese Tea Room.

Telecommunications

<https://telecommunications.wlu.edu>

Washington and Lee's Telecommunications Office, serves the telephone, voice-messaging and cable television needs of the University. The Telecommunications Office is open Monday–Friday from 8:30 a.m.–4:30 p.m. (closed 12-1 p.m.). The phone number is x. 4000 from any W&L phone or (540) 458-4000 from outside the University. A directory of telephone extension numbers is available at <https://go.wlu.edu/directory>. Employees who use Washington and Lee phones for personal, long distance calls are expected to reimburse.

University Libraries

<https://library.wlu.edu> and <http://law.wlu.edu/library>

The University Libraries are made up of three physical locations: James G. Leyburn Library, Robert Lee Telford Science Library, and Wilbur C. Hall Law Library.

Leyburn Library and Telford Science Library support the curricular and research needs of W&L's undergraduate community, and are open 24/7 to the W&L community during the academic year. They provide physical spaces for study, access to technology, and access to print and online research materials. Faculty, staff, and students can check out library materials easily using a university ID card. Leyburn Library's Main Floor Information Desk acts as a portal for circulation services, technology support, and research help. On Leyburn Library's Lower Level 1, Special Collections & Archives makes available rare books, faculty publications, manuscripts, local history records, genealogical resources, and materials relating to university history.

The Wilbur C. Hall Law Library serves as an integral part of the law school. It supports legal research and connects directly to the student carrels, student offices, Powell Archives, classrooms, and the faculty office area. The Wilbur C. Hall Law Library is open 24/7 to the W&L Law Community. Non-Law W&L Community and Public can access the Law Library during normal business hours.

University Store

<http://go.wlu.edu/store>

The University Store is located in the Elrod Commons. The store interfaces with the faculty to provide course materials and supplies for all undergraduate and law courses. Additionally, it features a wide array of W&L apparel, memorabilia, office supplies, greeting cards, books, and general merchandise. Employees are eligible for a 10% discount on general reading books. The store also offers newspaper subscriptions, quantity discounts, complimentary gift wrapping, and custom merchandise for your department. Contact store@wlu.edu for more information.

COMMUNICATIONS

Maintaining effective communications with employees is a high priority of the University and Human Resources. Internal communication is important to maintain positive employee morale and to provide feedback to the highest levels of management, and for the University leadership to provide direction and guidance to all staff as they work toward the goals and mission of the University. This handbook is one means of helping to inform employees of University policies and procedures. Department heads are encouraged to conduct regular staff meetings to further facilitate communications. The Executive Director of Human Resources periodically meets with employee groups on a wide variety of subjects to keep employees informed of changes in policies and benefits.

The President of the University holds periodic meetings for faculty and staff to provide updates on topics of interest, including important initiatives and priorities. Human Resources also sponsors informational seminars for employees. All employees have access to e-mail and are encouraged to check messages regularly, as e-mail is the quickest way to disseminate information.

Employees may also wish to follow the University on Facebook or Twitter. For more information, visit <http://go.wlu.edu/social-media>.

Newsletter—Campus Connection

Human Resources publishes a weekly e-newsletter, *Campus Connection*, designed to update faculty and staff about strategic priorities and initiatives and to keep the community informed about issues of interest to faculty and staff.

Broadcast E-Mails

Important information is disseminated through a campus-wide e-mail distribution, called broadcast email. These e-mails can come from senior University administrators or from the Office of Communications and Public Affairs and contain important, official information about Washington and Lee.

Campus Notices

<http://go.wlu.edu/cch/>

Campus Notices are distributed daily and are a means of communicating with groups of e-mail recipients at Washington and Lee. It allows senders to target those students, faculty or staff for whom a message is relevant, without bothering others. To minimize e-mail traffic, it consolidates messages for delivery in one e-mail, sent in the early morning each day.

Emergency Management Plan

The Emergency Management Plan supports W&L's ongoing risk and threat assessment operations, emergency preparedness provisions, and business continuity and recovery plans to provide prompt and effective response for the protection of W&L students, faculty, staff, and campus visitors in an emergency situation. The Plan establishes procedures and an organized structure to guide the University in responding to significant foreseeable emergencies on the W&L campus or property owned or operated by W&L. While no plan can absolutely prevent any damage during an emergency, this Plan has been developed to coordinate the resources, facilities, and personnel of W&L, and other external agencies as appropriate, for an effective response to any foreseeable emergency. All personnel assigned specific emergency responsibilities under this Plan (including departmental plans) should have a working knowledge of assigned roles, responsibilities, and applicable procedures. Human Resources encourages all W&L faculty and staff to familiarize themselves with this Plan, particularly the guidance in Section I ("What You Should Do in an Emergency and How to Prepare") and the guidance for particular types of emergencies (Appendix A), and to be vigilant and responsive to actual or threatened emergency situations.

The plan can be reviewed at <http://go.wlu.edu/emergency>. Further emergency management information and resources is available on the University's emergency management site at <http://go.wlu.edu/emergency-management>.

Generals Alert System

General Alerts is a notification system that allows Washington and Lee to notify community members of emergencies or other timely information that affects the campus. The system sends text messages to registered mobile devices and email messages to valid email accounts. General Alerts' messages will provide instructions for taking action if needed. Additionally, information will be posted on the University's website (wlu.edu), the official Twitter account (@[wlunews](https://twitter.com/wlunews)), and the [Washington and Lee Facebook page](#). General Alerts messages are also transmitted as an alert through the University's LiveSafe App (see below). When an emergency occurs, authorized senders will instantly notify subscribers to General Alerts, which is a service offered at no charge to users.

All employees are automatically subscribed to the General Alerts system. All wlu.edu email addresses will automatically receive all General Alerts messages. Employees will receive text message alerts to their mobile device listed in the cell phone field of their University directory information. For more information, and to confirm your directory information, visit go.wlu.edu/general-alerts.

LiveSafe App

W&L also offers the LiveSafe app, which provides students, employees and campus visitors fast and easy, mobile friendly access to emergency alerts, campus support resources and emergency procedures, even when you are unable to connect to the Internet. Visit <http://go.wlu.edu/livesafe> to learn more, or download the free app. This is the best way to have important W&L emergency procedures at your fingertips at all times, and/or to report health/safety concerns you become aware of on campus.

Employee Committees

The administration has created a number of committees to advise and assist it in discharging certain of its responsibilities. For a list of committees, their purpose and members visit this website: <https://go.wlu.edu/faculty-committees>.

EMPLOYEE RELATIONS

Grievance Procedure for Staff and Administrators

Human Resources is a resource for both employees and supervisors/department heads on all matters arising in the work place. Human Resources staff are available for private and confidential consultations at any time. An employee should feel free to discuss any problem informally with his/her supervisor or department head or the staff in Human Resources at any time without the discussion being considered part of a formal grievance procedure.

Supervisors and department heads should try to resolve differences between their employees and should listen and respond in a productive manner to any concerns employees may have with regard to working conditions and issues.

People often have questions such as, "Do I have a valid issue or complaint?" "How do I go about resolving the matter myself?" "What should I say and how should I say it?" "What do I do if my initial attempt fails?" Don't be reluctant to contact Human Resources with questions and concerns. Issues rarely resolve themselves, and early attempts at resolution are often productive. Conversations with Human Resources in no way limit an employee's access to the formal grievance procedure outlined below.

The University provides employees with an avenue by which they can express their concern, dissatisfaction or disagreement with a work-related issue. For purposes of this procedure, "grievance" means a complaint or dispute by a staff or administrative employee of unfair treatment relating to his/her employment, including but not limited to disciplinary actions (up to and including termination). However, "grievance" shall not include a complaint or dispute relating to the setting and modifying of wages or salaries; position classifications; general employment benefits; the establishment or contents of policies, procedures, protocols, rules, or regulations of the University or University departments; reductions in force; hiring decisions; transfers within the University; work assignments; performance evaluation ratings; or the methods, means, and personnel by which the University's operations are to be carried on. While these management rights are reserved to the University, failure on the part of Human Resources, and/or individual University departments, to follow applicable University or department policies, procedures, protocols, rules, or regulations as written or established is grievable. Complaints of protected category discrimination, harassment, sexual misconduct or retaliation should be brought informally or formally under separate procedures as set forth in the University's [Sexual Discrimination and Misconduct Policy](#) or the [Policy on Prohibited Discrimination, Harassment and Retaliation Other than Sex](#), and are not grievable under this procedure.

The first two steps in this grievance procedure are informal efforts to resolve problems where they arise and with the parties directly involved. The third and fourth steps provide for further review by the Executive Director of Human Resources, then the Vice President for Finance and Administration. Finally, the fifth step provides a means of request for appeal to the President. All steps of the grievance procedure will be handled confidentially with information being shared only on a legitimate need to know basis.

An employee using this grievance procedure should initiate his/her grievance within fifteen (15) working days of the decision, event or action giving rise to the grievance, or within fifteen (15) working days of the date the employee was informed of that decision, event or action, whichever is later. An employee should follow the steps in the order described below. However, Human Resources may be contacted directly if, for the particular grievance, it seems inappropriate to discuss the problem with the supervisor or department head. Also, Human Resources may be contacted at any time for additional information, guidance or assistance in interpreting any part of this grievance procedure. This entire five-step process can generally be completed within four to five weeks.

Retaliation by supervisors or others about whom an employee may bring a grievance is prohibited and will be investigated and disciplined appropriately.

Step 1—Discussion with Immediate Supervisor or Department Head

If problems arise in a work situation, the people closest to the situation should have the first opportunity to try to work through issues or disagreements. Therefore, as a first step with any grievance, the employee should seek resolution of the problem through discussions with his or her immediate supervisor.

Step 2—Discussion with Department Head or Dean

If the employee is not satisfied with the resolution received from the immediate supervisor, the employee should discuss the issue with the relevant department head or dean.

Step 3—Formal Written Grievance, Executive Director of Human Resources

If these discussions do not lead to a satisfactory resolution within ten working days of bringing the matter to the Department Head or Dean, the employee should submit a formal written statement of grievance, with all supporting documentation, to the Executive Director of Human Resources. The Executive Director will review the grievance in an objective, confidential manner, may investigate the situation, as appropriate, and attempt to resolve the situation in light of all the relevant facts and their relation to University policy. The Executive Director's written decision shall be communicated to all involved parties, normally within five working days of receipt of the written grievance.

Step 4—Review by Vice President for Finance and Administration

An employee may initiate review of the Step 3 decision by filing a written request with the Vice President for Finance and Administration within five working days of receipt of the Step 3 answer. This request should state the basis for the review and should include all supporting documentation. The Vice President for Finance and Administration will conduct the review of the grievance based on the record of the investigation and supporting documentation. The written decision of the Vice President will normally be made within five working days of receipt of the Step 3 answer. In the case where an employee works within the Administration Division, another Vice President or the Provost will be asked to conduct the review.

Step 5 – Appeal to the University President

An employee request an appeal of the Step 4 decision by filing a written request with the President within five working days of receipt of the Step 4 answer. The following are the only grounds for requesting an appeal to the President:

- A procedural error or irregularity, which materially affected the decision.
- New substantive information not previously available at the time of the earlier decision that could have materially affected the decision.

The President will decide to act on the appeal in one of three ways. S/he may:

- Decide to deny the appeal; or
- Decide to grant the appeal, consider it himself/herself and issue a decision; or
- Decide to grant the appeal, appoint a panel of three people to consider the appeal and make a non-binding recommendation to the President, after which the President will issue a decision.

Appeals will be limited to review of the record of the formal grievance and all supporting documents, except as required to explain new substantive information that should be considered. The President's decision will normally be made within ten working days of receipt of the request for appeal and is final and not subject to further review.

Time Limits

The time limits included in this procedure have been established to facilitate a speedy resolution while providing sufficient time to prepare and present information. However, because scheduling constraints and/or holidays may impact the time limits, the University, in its discretion, may extend particular time limits upon request in advance of the deadline. If the University has not approved an extension of a particular time limit ahead of the deadline and an employee does not observe the time limit for that step, the grievance will be considered to have been dropped, which resolution will be final.

Grievability

If the grievability of an employee's complaint or dispute is challenged by the Immediate Supervisor, Department Head or Dean at Step 1 or Step 2, the Executive Director of Human Resources will make a decision on whether or not the matter is grievable. That decision will be issued in writing, normally within five working days from the time the challenge to grievability is brought to the Executive Director of Human Resources. The employee may seek a review of that grievability determination by filing a written request with the Vice President for Finance and Administration within five working days of receipt of the grievability determination. The request should state why the employee believes the matter is grievable and include all supporting documentation. The Vice President will conduct a review and issue a written decision on grievability, normally within five working days of receiving the request for review. A determination that the matter is not grievable is final. If the Vice President determines that the matter is grievable, the grievance will resume at the step where the grievability challenge was raised. If the employee works within the Administration Division, another Vice President or the Provost will be asked to conduct the grievability review.

UNIVERSITY POLICIES FOR FACULTY AND STAFF

The Code of Policies, located on the website of the Office of General Counsel at <http://go.wlu.edu/policies>, serves as a central repository for policies and a resource for employees wishing to review university policies. Departments are reminded to let the General Counsel's Office know of policies that should be placed on this site.

Accommodation Policies and Procedures for Employees with Disabilities

Washington and Lee University is committed to providing reasonable accommodations to qualified employees with physical or mental disabilities, in accordance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act. The University intends that these procedures will facilitate an interactive process of dialogue and timely exchange of information between the employee and the Executive Director of Human Resources (or designee). This policy applies to all employees, faculty and staff.

Policy

It is the responsibility of an employee with a physical or mental disability who may require any type of accommodation to make the accommodation request. Employees requesting accommodation must provide appropriate documentation of: (1) a disability, which is a physical or mental impairment that substantially limits one or more major life activities; and (2) a need for accommodation, by virtue of the specific functional limitations of the disability, to perform the essential functions of their position.

The employee should contact the Executive Director of Human Resources, Washington and Lee University, 204 W. Washington Street, Lexington, Virginia 24450, (540) 458-8920. The employee will need to complete a "Request for Accommodation of Disability" form and an interview with the Executive Director of Human Resources (or designee), after which the Executive Director of Human Resources (or designee) will inform the employee about any further specific documentation required for the particular disability and accommodation requested.

Upon receipt of all required information and documentation from the employee and his/her diagnosing/evaluating professional, the Executive Director of Human Resources (or designee) will make the eligibility and accommodation determinations. The Executive Director of Human Resources (or designee) may consult with other educational, medical, or psychological professionals, including but not limited to the employee's supervisor/department head, as he/she deems necessary for appropriate evaluation of disability/accommodation, on a case-by-case basis. As soon as possible, preferably within two business weeks of receiving all required documentation on the request, the Executive Director of Human Resources (or designee) will issue a written response; either outlining offered accommodations or explaining why the employee was found ineligible.

An employee who disagrees with the decision of the Executive Director of Human Resources (or designee), or who seeks clarification of the decision, may, within three (3) business days of the decision, request an informal meeting with the Executive Director of Human Resources (or designee) for clarification or to request reconsideration of any aspect of the decision. Following the meeting, the Executive Director of Human Resources (or designee) will notify the employee in writing of any change in his/her decision, preferably within five (5) business days of the informal meeting.

Thereafter, if the employee still disagrees with the decision, he/she may appeal the decision, in

writing, to the Provost or designee (faculty) or Treasurer and Vice President for Finance and Administration (staff) within five (5) business days of the written notification from the Executive Director of Human Resources (or designee), stating in detail the basis for the appeal and furnishing all documentation in support of the appeal. The Provost/designee or Treasurer and Vice President for Finance and Administration will then review the appeal, the decision of the Executive Director of Human Resources (or designee), and all supporting documentation, may meet with the employee and the Executive Director of Human Resources (or designee), and may obtain any additional information he/she deems relevant. The Provost/designee or Treasurer and Vice President for Finance and Administration will render a written decision to the employee as soon as possible, preferably within two (2) business weeks of receiving the appeal and that decision is final.

Alcohol and Drug Use in the Workplace

<http://go.wlu.edu/OGC/DrugFree>

As a recipient of federal aid and federal grants, the University must certify under the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act of 1989 that it will take certain steps to provide a drug-free workplace. The possession, use, consumption, sale, dispensing, distribution or manufacture of alcohol or controlled substances is prohibited on University property, while conducting University business or as a part of University activities, except on occasions when the consumption of alcoholic beverages in a social setting is authorized and sponsored by the University. Employees who violate this policy will be subject to appropriate disciplinary action, consistent with local, state and federal law, which may include counseling, mandatory participation in an appropriate rehabilitation program, unpaid suspension from employment, loss of the privilege of operating a W&L vehicle, and/or termination of employment and referral for prosecution.

Employees are prohibited from working, and from operating any W&L vehicle or equipment, while under the influence of alcohol or non-prescribed controlled substances. Employees using prescribed or over-the-counter medication are prohibited from operating W&L vehicles or equipment at any time when their ability to do so might be impaired by the medication. In addition, no passenger in a W&L vehicle may consume alcoholic beverages or use non-prescribed controlled substances while in the vehicle.

In furtherance of its commitment to a safe workplace and a safe learning environment, with a workforce free of alcohol or drugs that may impair judgment and job performance and result in injury to self or others, the University reserves the right to require testing of employees for alcohol (including medications containing alcohol) or illegal or controlled substances, on the basis of reasonable suspicion.

Any employees who are directly engaged in the performance of work pursuant to the provisions of a federal grant or contract are required under the Drug-Free Workplace Act to notify their supervisors within five days of a conviction for a drug-statute violation occurring in the workplace. Additionally, employees must report any drug-related or alcohol-related misdemeanor or felony conviction to Human Resources.

In accordance with the Drug-Free Schools and Communities Act of 1989, the University will distribute annually to employees information on applicable legal sanctions and health risks associated with the unlawful possession or distribution of alcohol or illegal drugs, and a description of drug and alcohol treatment programs available to members of the University community. The Annual Notice to Employees is available at <http://www.wlu.edu/human-resources/employment/resources-for-current-employees/annual-notices-to-employees>. Separate from the legal requirements, the University is concerned with the health and well-being of members of the University community. Employees may contact the Executive Director of Human Resources, in confidence, for referrals or information regarding available and

appropriate substance counseling, treatment or rehabilitation programs. In addition, employees may avail themselves of the Employee Assistance Plan (<http://www.wlu.edu/human-resources/benefits/other-benefits-and-perks/employee-assistance-program>), which provides confidential consultation and resources for issues such as child care and elder care; alcohol and drug abuse; life improvement; difficulties in relationships; stress and anxiety with work or family; depression; personal achievement; emotional well-being; financial and legal concerns; and grief and loss. The University group health plan offers comprehensive coverage for substance abuse treatment, and patients may make direct contact with the insurer with no physician or employer referral required.

Washington and Lee University is committed to compliance with the provisions of the Omnibus Transportation Employee Testing Act of 1991 ("the Act") and to attracting and maintaining a workforce free of alcohol and drugs, which can impair judgment and job performance and may result in accident or injury to self, other employees, students, or visitors. Employees who are required to maintain a valid commercial driver's license ("CDL") because they either regularly or occasionally operate a commercial motor vehicle with a gross vehicle weight rating or gross combination weight rating of 26,001 or more lbs., or with the capacity to carry 16 or more passengers (including the driver), or of any size that is used to transport hazardous materials which require the vehicle to be placarded, are subject pre-employment, reasonable suspicion, random, post-accident, return to duty and follow-up testing, as mandated by the Act and described at <http://www.dot.gov/ost/dapc/>.

Background Checks

Washington and Lee University seeks to provide a safe and productive environment for faculty, staff, students and visitors. To accomplish this goal, the University performs background checks for all employment and volunteer positions at W&L. The background checks may include but not be limited to reviews of criminal history, sex offender registry, degree and employment verification, and motor-vehicle-license checks.

Motor-vehicle-license checks will be conducted on candidates being considered for positions that require use of University vehicles or require a valid driver's license. Additional motor-vehicle-license checks may be performed throughout employment. For positions that require operation of a motor vehicle, checks on convictions shall include misdemeanor traffic violations. If a driving record indicates major violations, (e.g. driving under the influence, reckless driving, driving while license is suspended or revoked, or a pattern of repeated violations), this may be deemed an indication of poor judgment or lack of behavioral control. No offer will be made to a candidate with repeated offenses. Employees whose positions require driving on University business are required to maintain an unrestricted, valid driver's license and insurance coverage as long as they are in the position necessitating this requirement. Employees must promptly report any changes in restrictions on their license or in insurance coverage to their supervisor and to Human Resources.

All background checks performed by outside agencies will conform to the Fair Credit Reporting Act. The University will conduct and utilize these background checks as they relate to the fitness for duty for a particular position, in accordance with law. A relevant job-related conviction is grounds for termination of employment or non-selection of an applicant. Falsification of application materials, including failure to disclose misdemeanor or felony convictions as required during the hiring process or during employment, is grounds for termination of employment or non-selection of a candidate.

Background checks are administered by Human Resources.

The University participates in the national E-Verify photo matching tool to match the photograph appearing on some permanent resident cards, employment authorization cards, and U.S. passports with the official U.S. government photograph.

Child Abuse/Neglect - Mandatory Reporting

<http://go.wlu.edu/OGC/ChildAbuse>

Under Virginia law, all Washington and Lee employees (including student employees) eighteen years of age or older must report child abuse and/or neglect that they suspect or become aware of in connection with any University activities and operations, whether the abuse or neglect is believed to have occurred on or off campus. Child abuse and neglect includes physical abuse, physical neglect, sexual abuse, and emotional/mental abuse. Specifically, when an employee has “reason to suspect that a child is an abused or neglected child,” the employee must make a report as soon as possible, but no later than 24 hours after “reasonable suspicion” arises, to Public Safety, which will then make a report to the Department of Social Services toll-free hotline or the local Social Services office.

If an employee is unable to reach the Public Safety, s/he may alternatively report the suspected abuse to one of the following:

- (i) Rockbridge-Buena Vista-Lexington Area Social Services (540) 463-7143
- (ii) Virginia Department of Social Services’ toll-free child abuse/neglect hotline: 1-800-552-7096.

If an employee reports to the State or Local Department of Social Services, he/she must also provide the same information to Public Safety as soon as possible.

The complete reporting protocol is online at <http://go.wlu.edu/OGC/ChildAbuse>.

Computing and Network Use

<http://go.wlu.edu/OGC/AcceptableUse>

Washington and Lee University provides computing and network resources to its students primarily for educational purposes, and to its faculty and staff primarily for work purposes. The University may provide access to other users at its discretion. Use of the University’s computing and network resources is a privilege. All users are expected to exercise personal and professional responsibility and integrity when using these resources. This policy applies to all users of University-owned or University-managed computer-related equipment, computer systems and interconnecting networks, as well as all information contained therein.

The University enforces necessary restrictions, which may be revised from time to time, to protect its computing and network resources, including the revocation of use privileges for unauthorized or inappropriate use. The chief technology officer or designee is authorized to temporarily suspend use privileges in any case he or she deems appropriate until final resolution of the matter. While the University desires to maintain user privacy and to avoid the unnecessary interruption of user activities, and while the University does not monitor the content of user activities, the University reserves the right to investigate concerns of unauthorized or improper use of University resources, as appropriate.

The campus network, including its servers and associated software, is the property of Washington and Lee University. Neither the network pathways nor W&L-owned computer systems are to be used:

- For purposes incompatible with established University policies, procedures, protocols or applicable laws,
- For unauthorized commercial enterprise,
- For harassing, fraudulent or threatening purposes, or
- For pirating software, music or images.

The following activities are nonexclusive examples of those that are not permitted and that may lead to suspension or revocation of use privileges and other penalties or discipline:

- Unauthorized access, attempts to gain unauthorized access, unauthorized disclosure of confidential information, or violation of the University's Confidentiality Policy involving the University's computing and network resources;
- Misrepresenting or attempting to misrepresent one's identity;
- Altering or tampering with the configuration of computers in student labs and other common areas, or installing unauthorized games or other programs on their hard disks or on the shared-files area of the file servers;
- Any network activity that impedes the flow of network traffic, significantly diminishes the availability of resources to other users, or imposes avoidable burdens on other users (for example, sending mass e-mails instead of using the appropriate services available for communicating with the entire community or large sub-groups); or
- The unauthorized physical or virtual extension or re-configuration of any portion of the campus network by such means as routers (wired or wireless), wireless access points, network wiring, or other methods.

Confidentiality of Information and Privacy Protection

<http://go.wlu.edu/OGC/Confidentiality>

Increasingly, confidential information about employees, students and others resides in W&L's information and business systems to assist with overall operations. Laws and regulations dealing with information and data privacy and security obligate employers and institutions of higher education to take affirmative steps to safeguard confidential information and deal with the risks of information security and privacy breaches proactively.

The purpose of this policy is to inform employees, student workers, and volunteers of their duty to protect and safeguard all confidential information acquired during the course of employment or service to Washington and Lee University. This policy applies to all faculty and staff employees, student workers and volunteers of Washington and Lee University.

Confidential Information includes, but is not limited to: any personally-identifiable student and parent records, financial records (including social security and credit card numbers), and health records; contracts; research data; alumni and donor records; personnel records other than an individual's own personnel records; University financial data; computer passwords, University proprietary information/data; and any other information for which access, use, or disclosure is not authorized by: 1) federal, state, or local law; or 2) University policy or operations.

The following principles govern confidentiality at Washington and Lee University:

- Documents and files (both electronic and hardcopy) containing confidential information are to be accessed, used, and disclosed only with explicit authorization and only on a need-to-know basis for either an employee's job functions or volunteer's service.

- All employees, student workers, and volunteers have a duty to use available physical, technological, and administrative safeguards, in accordance with University policies and procedures, to protect the security of all confidential information in whatever form or medium.
- Violation of this policy may result in disciplinary action being taken against the responsible employee, student worker, or volunteer. Disciplinary action may include, but is not limited to, suspension, termination of employment, and/or possible criminal or civil prosecution under Federal or State statutes.

Upon conclusion of an employee's employment or of a student worker or volunteer's service, or upon request of a supervisor, employees, student workers, and volunteers will return originals and copies of all documents and files (whether electronic or hardcopy) containing confidential information to the University and relinquish all further access to and use of such information.

Nothing in this policy prohibits employees from discussing the terms and conditions of their employment as authorized by law.

Faculty and staff who need to access, use or disclose personally identifiable student information in the course of their work duties should review and follow the W&L Student Education Records Policy <http://go.wlu.edu/ferpa> and contact the University registrar if they have any questions. If employees have any questions or concerns about information-security practices in their offices or elsewhere on campus, they should contact their supervisor, a Human Resources representative or the chair of the University's Information Security Program Committee, the University Registrar.

Conflicts of Interest

<http://go.wlu.edu/OGC/CoI-Employee>

All employees should attempt to avoid personal transactions or situations in which their personal interests will conflict with, or appear to conflict with, those of the University.

Simply stated, a conflict of interest occurs where the prospect of direct or indirect personal gain for an employee or a member of his/her family could influence the employee's judgment or action in the conduct of University business. Employees must inform their supervisors and the relevant dean or vice president of any potential conflict of interest. In certain cases as noted below, an employee must receive written approval from the Vice President for Finance and Administration / Treasurer or General Counsel to enter into certain contracts or business arrangements that could present a conflict of interest.

The types of conflicts of interests that should be reported or disclosed include, but are not limited to, the following:

- Use of University employees, facilities, equipment or services for personal gain or profit without full disclosure, reimbursement of cost, payment of a rental fee, etc.;
- Acceptance of consulting fees, honoraria or part-time employment in conflict with professional responsibilities to the University, particularly where proprietary practices or information may be involved;
- Contracting with University employees to perform work for the University that is the same or similar to that performed by the employees during normal working hours. Work should be

completed within normal working hours or on an overtime basis. In cases where workload, staffing levels or available expertise requires hiring a W&L employee, then the hiring department should develop a standard wage for this work, ensure the assignments are equally available to those interested and capable of performing the work, and develop a simple letter agreement with the employee. These arrangements will be reviewed by the Executive Director of Human Resources.

- Contracting or doing business with a University employee or his/her spouse or close relative without prior written approval from the Vice President for Finance and Administration / Treasurer or General Counsel. If such a contractual or business relationship is necessary, the contracting department must explain the need to contract for these services and should submit at least two additional written bids for similar work. Any business relationship with a close relative that pre-dates this revised handbook must be disclosed and submitted for review and approval.

The following activities are prohibited:

- Using privileged information, revealing confidential data, or divulging proprietary information to outsiders for purposes of personal gain or for other than University purposes; and
- Using the name of the University for monetary profit or acting as a private person in a way that could create the impression that an employee is speaking for the University unless the employee's position requires him/her to speak for the University.

The following activities are normally prohibited, with exceptions only upon prior approval of the Vice President for Finance and Administration / Treasurer or the General Counsel:

- Accepting, directly or indirectly, payments, loans, services, entertainment and travel, or gifts of any more than a nominal value from any individual or from any business concern doing or seeking to do business with the University.

If payments, loans, services, entertainment, travel, or gifts of any more than nominal value are received (directly or indirectly) by a University employee, he or she must disclose that fact to the Vice President for Finance and Administration / Treasurer or the General Counsel. In such instances, the goods or services received may need to be returned/rescinded.

Consensual Relations

<http://go.wlu.edu/OGC/ConsensualRelationships>

Washington and Lee University encourages the development of collegial and professional relationships among all members of the University community and is committed to a learning and work environment of civility and respect. Romantic and/or sexual attention, interaction, or relationships between certain categories of individuals at the University undermine the fundamental educational purpose of the institution and disrupt the workplace and learning environment. Employees found to have violated this policy may be disciplined up to and including termination from employment.

The faculty-student relationship is one of trust in the institution and the faculty member, who has the professional responsibility for being a mentor, educator, and evaluator. Faculty-student and employee-student romantic and/or sexual attention, interaction, or relationships, even mutually-consenting ones, interfere with a student's unfettered pursuit of learning and the integrity of the academic and workplace environment.

The intent of this policy is to promote the treatment of each member of the University community with dignity and respect. W&L has no intent to intrude in the personal lives of its employees except to the extent that they may negatively affect other community members and the mission of the institution.

This policy applies to all faculty, administrators, and staff employees of Washington and Lee University. Nothing in this policy replaces the University policies on prohibited discrimination, harassment, and retaliation, the University Nepotism policy, or other University policies that may be triggered by conduct or relationships covered by this policy.

Definitions:

Consensual Relationship - a romantic and/or sexual relationship to which both parties have given their consent.

Employee - as used in this policy, the term employee includes all who are employed by the University, including but not limited to all categories of: faculty, administrators, and staff, and those persons who are under contract or assignment by the University.

Student - as used in this policy, and except where otherwise noted, refers to currently-enrolled undergraduate and law students at the University.

Consensual relationships (defined above as a romantic and/or sexual relationship to which both parties have given their consent) between University employees and undergraduate students are prohibited.

Consensual relationships between law students and all employees within the law school are prohibited.

Consensual relationships between law students and non-law school university employees who have the potential to directly impact the student's academic or professional status or development currently or in the future are prohibited.

Consensual relationships between law students and university employees who believe they are exempted by the preceding sentence are strongly discouraged. Such employees who nevertheless choose to engage in a consensual relationship with a law student may not be defended or indemnified by the University if difficulties in the relationship arise (including, but not limited to, student claims of sexual harassment against the University or employee).

If an ongoing consensual relationship began while both parties were undergraduate or law students and one of the parties thereafter becomes an employee of the University, such a consensual relationship should be disclosed by the employee at the time of hire, but is not prohibited unless the employee has the potential to directly impact the student's academic or professional status or development currently or in the future. Such an employee may not be defended or indemnified by the University if difficulties in the relationship arise (including, but not limited to, student claims of sexual misconduct against the University or employee).

Questions about this policy and its application should be directed to the Provost for faculty, or to the Executive Director of Human Resources for other employees or those under contract or assignment by W&L.

Copyright Policy

<http://go.wlu.edu/OGC/CopyrightPolicy>

A copyright grants to its owner the right to control an intellectual or artistic creation, to prohibit others from using the work in specific ways without permission, and to profit from the sale and performance of the work. Copyright protection extends not only to copies of the written word and recordings of sound, but also to visual images such as photographs, motion pictures or videotapes. It also extends to live performances that are taped as they are broadcast.

Federal law makes it illegal to duplicate copyrighted materials without authorization of the holder of the copyright, except for certain exempt purposes, including instruction, research and criticism, and performance/display by educational, charitable, religious or government groups. Severe penalties may be imposed for unauthorized copying or using of audiovisual or printed materials and computer software. It is the responsibility of W&L employees to abide by the University's copyright policy and obey the requirements of the law. Any staff member who is uncertain as to whether reproducing or using copyrighted material complies with the University's procedures or is permissible under the law should contact his/her supervisor or the University librarian.

The use of peer-to-peer computer file sharing programs (e.g., KaZaA, Morpheus, Limewire, iMesh, Gnutella and Grokster) that are primarily employed to share copyrighted works is prohibited on the campus network. It is also a violation of this policy to employ technology designed to circumvent the blocking of this activity.

Document Retention and Disposition Policy

<http://go.wlu.edu/OGC/RecordPolicy>

All departments, offices, committees, boards, and employees of the University are expected to retain and dispose of documents and records received, created, or maintained by the University in connection with University business in accordance with this university policy and the departmental and faculty record retention schedules developed by the Office of General Counsel, available online at <http://go.wlu.edu/OGC/RecordRetention>. The policy applies to all such records and documents, regardless of physical form (hard copy or electronic form, including email) and regardless of whether they are located on campus or elsewhere. The policy is designed to enhance compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of University records, and to facilitate the University's operations by promoting efficiency and freeing-up valuable storage space. The University contracts with a shredding service to facilitate appropriate disposition and destruction of confidential information.

Emergency Closing

There is a need to continue essential services and provide for the University's residential students even in case of extreme adverse weather. Therefore, every effort will be made to maintain the University's normal operations. When there is a closing or delay, the University will use the following communication outlets:

- Emergency Hot-line: 458-5277 or x5277 (on-campus)
- University website: <http://www.wlu.edu/emergency-management>
- Broadcast e-mail and/or voicemail

- Radio: WREL FM/WWZW AM (96.7/1450), WMRA FM (89.9), WLUR FM (91.5) WKDW AM (900)
- Television: WDBJ (CBS Roanoke), WSLs (NBC Roanoke), WSET (ABC Lynchburg)

Please note that the University may operate on schedule even when area schools and businesses are closed or delayed. Therefore, always check the hotline or website for the latest update or to verify any TV/radio cancellation announcements, because the public media announcements are sometimes erroneous. In remaining open, the University does not advise anyone to travel who feels that he/she cannot do so safely. Employees should exercise their best personal judgment with regard to their own local road conditions and other safety concerns.

University Status

Closed with Essential Employees Reporting. This status may apply when severe weather conditions or other emergencies interfere with normal operations. Classes will be canceled. Essential employees will be expected to report, unless told not to do so by a supervisor. Under certain circumstances, a limited number of non-essential employees may also be asked to report based on the type of emergency and the specific needs of the campus. A supervisor must have the approval of the appropriate vice president or dean before asking non-essential employees to report.

Delayed Opening: This status may apply when severe weather conditions may interfere with campus safety or employee travel but conditions are expected to improve. Classes usually will be held on a published modified schedule. Essential employees will be expected to report as regularly scheduled; non-essential will be expected to report when the University opens. If conditions do not improve, a decision may later be made to close the university.

Early Release: This status may apply when severe weather conditions interfere with employee travel or with normal operations after the workday has begun. Classes may or may not be cancelled, and some offices may need to continue to operate. As a result, some staff may be asked to remain or, in the case of second or third shift employees, to report to work by the supervisor. An official early release announcement and time will be communicated to all employees via the university communications channels described in this policy. Essential employees will be expected to remain until relieved or notified by their supervisors to leave. Employees must make individual decisions about whether to travel between the university and home based on local conditions.

Pay Policies during a Closing, Delay or Early Release

In the event of inclement weather and the delay or closing of the University or early release of employees, the following provisions apply with regard to reporting to work and compensation.

Non-Essential Employees

Delayed Opening - Employees who report to work later than the delayed opening should charge the time between the opening until their arrival to CTO. Regularly scheduled hours until the delayed opening should be charged to university holiday/closing. Employees who do not report to work should use CTO for the entire day. Alternatively, and with supervisor approval, time can be made up during the same pay period.

Early Release - Employees who leave work earlier than the early release, should charge the time between their departure and the early release to CTO. Regularly scheduled hours after the early release should be

charged to university holiday/closing. Employees who do not report to work should use CTO for the entire day. Employees who leave work early without an official closing or early release will need to charge that time to CTO. Alternatively, and with supervisor approval, time can be made up during the same pay period.

Non-essential employees who are not asked to report as outlined above will receive no additional compensation if they choose to work when the University has been delayed, closed or if there is an early release.

Essential Employees

Because of the essential nature of their work, Student Health Center nurses, and specified employees in Facilities Management, Public Safety and Dining Services, are expected to report to work as close to schedule as possible or to continue to work their regular schedule, even when the university is closed, unless they are specifically instructed otherwise. Non-benefit eligible employees in these departments, if scheduled to work or called in to work are also considered essential and are eligible for the pay provisions outlined below.

Non-Exempt Essential Employees

The following pay provisions apply to non-exempt essential employees:

- If the University closes, essential employees who work between 12 AM until 12 PM on the day of closing will be eligible for compensation for hours worked at a rate of double-time.
- If there is a delayed opening, essential employees who work from 12 AM until the delayed opening of the University will be eligible for compensation for hours worked at a rate of double-time.
- If there is an early closing or release, essential employees who work from the time of early closing or release until 12 AM will be eligible for compensation for hours worked at a rate of double-time.

Employment of Relatives (Nepotism)

The University seeks to employ and promote the most highly qualified and competent candidates. The University will not prohibit employment of spouses, close relatives or domestic partners in the same department or unit, provided that neither employee participates in making recommendations or decisions specifically affecting the appointment, retention, promotion, demotion, salary or work assignments of the other, and that one family member does not directly supervise another.

It is not appropriate for departments to directly hire children or other relatives of their employees. Employees' relatives should apply for employment through Human Resources. Relatives of employees will not normally be placed in the same department in which the employee works.

Environmental/Sustainability Commitment

<https://go.wlu.edu/energy-initiatives>

Washington and Lee University is committed to excellence in environmental, health and safety stewardship on our campus and in the larger community of which we are a part. The University will exercise responsible stewardship over the resources entrusted to it.

Washington and Lee University is committed to being at the forefront of academic institutions:

- In minimizing, as feasible, the adverse environmental, health and safety impacts of our facilities, activities and operations to protect human health and the environment;
- In achieving and maintaining compliance with federal, state and local environmental, health and safety laws and good practices in all of our departments, laboratories, facilities and operations;
- In achieving a high standard of institutional accountability for environmental, health and safety stewardship;
- In providing educational opportunities to our students and other members of our community, to reinforce the values exemplified in this policy and influence their activities during and after their tenure at Washington and Lee University;
- In fostering openness and dialogue between the University and the local community, anticipating and responding to its concerns about potential hazards and impacts of operations, services or wastes;
- In identifying and taking advantage of pollution-prevention opportunities, to reduce waste and the consumption of resources (materials, fuel and energy), and to facilitate recovery and recycling, as opposed to disposal, where economically and practically feasible;
- In measuring and continuously improving our environmental, health and safety performance.

Guidelines for Interaction with Minors

<http://go.wlu.edu/OGC/guidelines-for-minors>

Washington and Lee University ("W&L") is committed to promoting the safety and protection of children and young people under the age of 18 (referenced in the guidelines, collectively, as minors) on its campus and in University sponsored or affiliated events, programs, and activities off campus. To further that goal, the guidelines establish conduct expectations for University representatives and unaffiliated individuals, as defined in the guidelines, in their interactions with minors in such settings.

The conduct of University representatives and unaffiliated individuals can inspire and motivate those with whom they interact or, alternatively, has the potential to cause harm if inappropriate. When engaging with minors, University representatives and unaffiliated individuals should be particularly aware that they are responsible for maintaining appropriate physical and emotional boundaries at all times. All employees and others interacting with minors in University sponsored or affiliated events, programs, and activities on and off campus should familiarize themselves with the guidelines and conduct themselves accordingly.

Health and Safety

Washington and Lee University is committed to the health and safety of its students, employees and visitors. It is essential that the entire campus community accept responsibility for developing and practicing safety awareness. Every employee is responsible for complying with University and governmental safety and health standards in the work area, using protective equipment and promptly reporting hazardous conditions and job-related injuries.

To promote applicable health and safety standards, Washington and Lee has the Safety Committee to assist in the review of University policies, procedures and physical plant issues related to the safety of University employees, students and the public. The committee is principally charged with promoting safety on the campus and fostering an environment in which the risk of accidental injury to individuals is minimized.

Immigration Reform and Control Act

The University, in accordance with the Immigration Reform and Control Act of 1986, is committed to employing only those applicants authorized to work in the United States. As a condition of employment, all new and rehired employees must complete an Employment Eligibility Verification Form, utilizing the national E-Verify program, and provide proof of identity and work authorization as required by the Act within the required timeframe under the Act. If your immigration status changes, and therefore impacts your employability, you must notify Human Resources.

Incident Reporting

Employees should immediately report incidents and accidents on campus, as well as concerns about unsafe health, safety or environmental conditions, to their supervisor, to the Director of Environmental Health and Safety at x. 8175, or to the Director of Public Safety at x. 8999. Employees have the right to report work-related injuries or illnesses without retaliation. The University will not tolerate any such retaliation.

Outside Employment

The University does not prohibit outside employment. However, assuming an employee is employed full time, the employee's job at the University is expected to be the primary one. Employees are expected to meet the University's legitimate attendance and performance expectations.

Employees are prohibited from working at outside employment while on Family Medical Leave or Short Term Disability.

Parking

<https://go.wlu.edu/parking-and-vehicle-registration>

Upon application, W&L employees will receive a parking tag free of charge by registering their vehicle online at, <https://wlu.thepermitstore.com>. Once you register a parking tag will be mailed to the employee. Parking in the designated lots on campus is free of charge.

Personnel and Insurance Records

Official employee personnel files are maintained in Human Resources. Additional information on faculty may be located in the relevant dean's office. Personnel files may contain, but are not limited to, the following types of information:

- Employment letters or contracts
- Payroll data
- Employment application or résumé
- Performance planning and review documents
- Letters of commendation or discipline
- Employee benefit and medical records are maintained separately from personnel files in accordance with applicable laws

Each employee may review the contents of his or her personnel file in Human Resources by appointment during normal working hours.

There are a number of records that employees should remember to keep current. Please notify Human Resources if any of the following situations occurs:

- Address or telephone number change
- Legal name change
- Change of marital status
- Change of tax exemptions
- Change of insurance beneficiary
- Change in dependents on health insurance coverage (including additions and deletions because of age, graduation from college, marital status or employment).

Prohibited Discrimination, Harassment, Sexual Misconduct and Retaliation

Under the University's Nondiscrimination/Equal Employment Opportunity Statement (go.wlu.edu/OGC/NonDiscrimination), students, faculty, and staff have the right to be free from prohibited discrimination, harassment, and retaliation within the University community. Specifically, the University prohibits discrimination, including harassment, on the basis of race, color, religion, national or ethnic origin, age, disability, veteran's status, and genetic information in its educational programs and activities and with regard to employment as described and addressed in the [University Policy on Prohibited Discrimination, Harassment, and Retaliation Other Than Sex](#). The University also prohibits discrimination, harassment and retaliation on the basis of sex and gender, including sexual orientation, gender expression, and gender identity, stalking, sexual assault, sexual exploitation, and domestic and dating violence as described and addressed in the separate [Sexual Discrimination and Misconduct Policy](#). Finally, the University prohibits retaliation against any individual who brings a good faith complaint under either policy or is involved in the complaint process. Under the Sexual Discrimination and Misconduct Policy, protection against retaliation also extends to any individual who engages in bystander intervention of sexual misconduct. Such conduct violates not only University policy and expectations of personal integrity and respect for others, but may also violate state and federal law. Students, faculty, and staff found to have violated either policy will be disciplined appropriately, up to and including termination from employment or dismissal from the University.

The University Policy on Prohibited Discrimination, Harassment, and Retaliation Other Than Sex is available at go.wlu.edu/OGC/DiscriminationPolicy.

The Sexual Discrimination and Misconduct Policy is available at go.wlu.edu/OGC/SexualMisconductPolicy.

Reporting Convictions

University employees must notify Human Resources within five days of a conviction for any misdemeanor or felony offense, including but not limited to any drug, alcohol or sex-related offense. Failure to report such conviction is grounds for disciplinary action. Supervisors should notify Human Resources immediately upon being informed of any such conviction.

Smoking Policy

<https://www.wlu.edu/general-counsel/code-of-policies/alcohol-drugs-safety/smoking-policy>

Smoking, including e-cigarettes/nicotine vapor products and alternative nicotine products, is not permitted inside classroom buildings, administrative buildings, student residential buildings (including Greek and theme housing), dining areas, University Store, athletic facilities, or University owned or rented vehicles or within 25 feet of residential buildings (including Greek and theme housing). Smokers are asked to refrain from smoking in entranceways to buildings, or adjacent to open windows or air intakes, or in other outdoor areas where environmental smoke is not rapidly dispersed. All members of the University community are expected to treat each other with courtesy and respect in honoring this policy.

Social Media Guidelines

<http://go.wlu.edu/OGC/SocialMedia>

Social media have become powerful communications tools with significant advantages in telling the University's story to both internal and external audiences. With such tools as Facebook, Twitter, Google+, YouTube, Vimeo, LinkedIn, and blogs along with such image-sharing sites as Flickr and Picasa, members of the University community can provide instantaneous content on the Internet to individuals around the world.

With the power of social media come responsibilities. The guidelines (please click on the link above to view the guidelines in their entirety) provide best practices under which members of the W&L community should operate when using these tools. The basic principle is that members of the community are expected to adhere to the same levels of civility in their online conversations as in their face-to-face conversations. The same laws, University policies, guidelines, and personal and professional expectations for interacting with all University constituents apply online as in the real world. For example, posting hate speech or confidential information about university students constitutes a violation of existing university policies and would be handled as such.

Nothing in these guidelines prohibits employees from discussing the terms and conditions of their employment as authorized by law.

Use of Recording (Audio or Video) Devices

Employees are prohibited from recording job-related conversations with other employees (including their supervisors) without the express consent of all parties to the conversation.

Use of Service Animals on Campus

<http://go.wlu.edu/OGC/ServiceAnimals>

W&L will determine, on a case by case basis, and in accordance with the ADA and Section 504, whether use of a service animal on campus is a reasonable accommodation for a qualified person with a disability. W&L will make inquiries and request supporting documentation only as needed and appropriate to determine whether the animal qualifies as a service animal, in accordance with the law. W&L will endeavor to balance the needs of the requesting individual with the impact of the animal on campus operations and campus constituents, and reserves the right to exclude a service animal from its campus under the circumstances explained in this policy.

Use of W&L Names, Logos and Other Marks

<http://go.wlu.edu/OGC/ServiceMarks>

Faculty, staff and students may use the University's names, logos and/or other marks (e.g. W&L, the W&L crest) where necessary to identify themselves on matters of official University business. Use of the University name for private purposes is limited to use purely for identification by a current or former member of the faculty, staff and/or student body (e.g. "John Doe, Professor of Physics, Washington and Lee University," or "John Doe, Class of '79, W&L"). W&L names, logos and other marks shall not be used by individuals or entities otherwise in a manner that implies University endorsement or responsibility for particular activities, products or publications involved, or by any individual or group promoting itself, without the express written permission of the provost or designee. Any and all use of the University names, logos and/or other marks for commercial purposes is prohibited unless approved by the treasurer or designee.

The creation of apparel or merchandise containing the University's name, logos, likenesses, or other marks (for resale or otherwise) is governed by University Licensing Policies. Please contact store@wlu.edu for assistance with licensing or with questions pertaining to merchandise development.

Weapons Policy

<http://go.wlu.edu/OGC/WeaponsPolicy>

Washington and Lee University is committed to providing a safe and secure learning and working environment for students, faculty, staff and visitors on all campus properties. The use, possession and storage of all firearms, components of firearms, live ammunition, blowguns, BB guns, air guns, stun weapons, explosives, machetes, electric shock devices, knives (except pocket knives having a folding metal blade of less than three inches) or other dangerous articles are prohibited on all properties owned, leased or otherwise controlled by Washington and Lee University. Law enforcement officers duly authorized to carry such instruments are excepted.

Any person violating this policy will be subject to disciplinary action up to and including suspension or dismissal from the University or termination of employment. Student violations should be reported to the Director of Public Safety and the Vice President for Student Affairs and Dean of Students. Staff and faculty violations should be reported to the Director of Public Safety and the Executive Director of Human Resources. Any other suspected violations should be reported to the Director of Public Safety.

Whistleblower Policy; Fraudulent or Dishonest Conduct; Violations of Law

<http://go.wlu.edu/OGC/WhistleblowerPolicy>

Washington and Lee University's internal controls and operating policies and procedures are intended to detect and prevent or deter fraudulent or dishonest conduct and other violations of laws and regulations. Fraudulent or dishonest conduct involves a deliberate act or failure to act with the intention of obtaining an unauthorized benefit from the University (e.g., forgery of documents, unauthorized manipulation of computer files, misappropriation of University resources, etc.).

All members of the campus community are encouraged to report such improper conduct to their supervisor/department head. Supervisors and department heads are required to report suspected improper conduct to their vice president, the relevant dean or the Provost. Any whistleblower may use alternate

reporting avenues: directly to a vice president or dean or the provost, or in writing in a sealed envelope to the chair of the Audit Committee of the Board of Trustees via the Office of General Counsel. The vice president, dean, Provost or Audit Committee will conduct an investigation and may discipline any individual found to have engaged in misconduct under the policy, up to and including dismissal from the University and referral for prosecution. Knowingly baseless or reckless allegations may be separately disciplined.

Retaliation against whistleblowers is prohibited, and may be the subject of a separate sealed complaint to the chair of the Audit Committee via the Office of General Counsel.