



WASHINGTON AND LEE
UNIVERSITY

Employee Handbook



Office of Human Resources

Revised May 2011

ACKNOWLEDGEMENT OF RECEIPT OF HANDBOOK

I acknowledge receipt of Washington and Lee'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 Policy on Prohibited Discrimination, Harassment, Sexual Misconduct and Retaliation.

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.

Employee's 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 Like any other compilation of general information, certain portions of the handbook may become outdated.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 Web sites. The Web version will be the most up-to-date.

The Employee Handbook (<http://www.wlu.edu/x39886.xml>) 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://www.wlu.edu/x34143.xml>) contains certain employment-related policies applicable only to faculty. Beyond the handbooks, the W&L Code of Policies (<http://www.wlu.edu/x28786.xml>) 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 endeavor 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.

Individuals at W&L in virtually every position—facilities management, public safety, faculty, food services and all others—realize that being employed at a university involves dedication to a worthwhile set of values. Each day we come to work, we have the opportunity to influence someone's life. And the activities on a college campus such as W&L provide rich opportunities for our own personal and professional fulfillment.

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. As you well know, W&L can be more to you than just a place to work. A college community offers many advantages and opportunities that other employers cannot. 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,

Kenneth P. Ruscio
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. Since Robert E. Lee's presidency, the concept of honor has been the guiding principle of life here. 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.

A greeting can be a phony gesture concealing indifference or disdain, but it can also express genuineness, warmth, concern, delight. 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, May 18, 2002)

With a rich heritage from the past and a history spanning more than two centuries, Washington and Lee 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 realizations of its aim. In the 21st century, the members of our community need to live with and understand different cultural backgrounds in preparation for a changing world.

To that end, Washington and Lee University commits itself to the recruitment and retention of a broad, inclusive student body, faculty and administration who represent a wide range of interests, abilities and cultures—a diverse array of talent. The University will strengthen a curriculum that increases knowledge, awareness and understanding of diversity and inclusiveness, and will create a climate that builds on our core values to welcome and nurture all members of the Washington and Lee community. Just as a vibrant liberal arts education in the classroom challenges attitudes, beliefs and accepted ways of thinking, the interaction outside the classroom of individuals with different perspectives strengthens our educational enterprise.

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, 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 the Interim Provost, Robert A. Strong, Mattingly House, (540) 458-8418, (strongr@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 Coordinators: Assistant Coordinator for Students is Vice President for Student Affairs and Dean of Students, Sidney S. Evans, Elrod University Commons, (540) 458-8751,(sevens@wlu.edu) ; Assistant Coordinator for Employment is Executive Director of Human Resources, Amy D. Barnes, Early-Fielding Memorial Building, (540)458-8920, (abarnes@wlu.edu); and Assistant Coordinator for Gender Equity in Athletics is Special Assistant to the President, Val J. Cushman, Mattingly House, (540) 458-8702, (vcushman@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://www.wlu.edu/x11351.xml>

The Office of Human Resources provides leadership, guidance and expertise on human-resource issues for the development, motivation and support of an exceptional workforce. HR provides quality service and, through teamwork and collaboration, promotes a climate of mutual trust, confidence and respect. Key functional areas of HR include recruitment, salary and benefits administration, employee relations, workforce development and work-life programming.

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 serious and competent people devoted to furthering the educational aims of the institution. Announcements of vacant positions are placed on the Web site of the Human Resources Office.

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. Such promotions 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 appointments as well as all promotions, job transfers and changes in employee status. 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 established 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) or employees who are hired to specifically share an approved full-time position. Visiting Faculty who teach at least five courses per year and have other administrative responsibilities such as advising may fall into the full-time category.
- *Part-time with partial benefits* —Employees who work in established positions that have been approved for less than full time, but at least 1,000 hours per year. Faculty who teach at least four courses per year fall into this category. Only certain benefits are provided for employees in these positions (see p. 37).
- *Part-time*—Employees who work in an ongoing position of less than 1,000 hours/year with only benefits required by law provided (FICA, workers' compensation, unemployment insurance). Employees in this category who are regularly scheduled to work at least 10 hours/week, 9-12 months per year will also receive a parking tag and university I.D. card.

- *Casual*—Employees who work on an on-call basis only when needed by the University for a specific, limited period of time, generally to meet a short-term (up to six months) staffing need. Only those benefits mandated by law are provided (FICA, workers' compensation, unemployment insurance).

Orientation

A benefits and payroll orientation takes place every Monday to assist new employees in completing required employment paperwork and to enroll in benefit programs for which they are eligible. Faculty and staff members are then invited to attend a day-long, new-hire orientation session hosted by Human Resources. This session is designed to introduce new employees to Washington and Lee, to review University policies, and to acquaint new employees with the mission, values and culture of the University. At this session, new hires will also meet senior administrators and leaders of various departments on campus.

University Identification Cards

<http://www.wlu.edu/x25683.xml>

A Washington and Lee University Card is issued to each new benefit-eligible employee and to part-time employees who meet the required 780 hour annual threshold. This card allows access to the athletic facilities and the libraries and opens some doors on campus. In addition, employees may use their University Card to make purchases across campus, including the Dining Services locations and the University Store, where employees receive a 10% discount on select items. 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 are expected to 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. Bona fide 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.

Length of Service and Reemployment

An employee's length of service is defined as the period of continuous employment in a continuing 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.

Authorized absences such as combined time off, sick leave, extended sick leave, personal leave, military leave and so forth do not constitute a break in continuous employment. A break in employment occurs when the employee is removed from the active employment records of the University.

Reemployment. 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.

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 HR 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
- Bates College
- Bowdoin College
- Bryn Mawr College
- Carleton College
- Claremont McKenna College
- Colby College
- Colgate University
- Davidson College
- Grinnell College
- Hamilton College
- Harvey Mudd College
- Haverford College
- Macalester College
- Middlebury College
- Oberlin College
- Pomona College
- Smith College
- Swarthmore College
- 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](#).

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). Human Resources is responsible for overseeing compliance with such laws, including the determination of exempt and non-exempt status. Please contact Human Resources 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.) Paid-time-off hours count toward the 40-hour threshold for overtime eligibility.

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 web site <http://www.wlu.edu/x30807.xml>.

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](#). Time sheets must be approved by the supervisor (who should ensure the accuracy of the information) and submitted to Payroll by Monday noon of the pay week. **Time sheets must accurately document hours worked.**

Exempt, non-faculty employees should record absences using [WebAdvisor](#).

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 holiday 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. Part-time and casual non-exempt employees who 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.

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.

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 Human Resources before the work is performed.

Deductions for Monies Owed the University

From time to time, employees may wish to charge items to their employee accounts. Such items may include, but are not limited to, charges made through the University card system for on-campus purchases, telecommunications-system charges, catering system charges, fines, or charges for rents or tuition. Because employee accounts are not revolving accounts, employees wishing to make charges to their accounts will need to sign a written consent, available in the Business Office, voluntarily authorizing Washington and Lee University to deduct from wages/salary any amounts that become past due and owing during employment with the University. The University charges for past-due accounts interest of 18% per annum (1.5% per month).

Optional Payroll Deductions

- *Charitable Contributions to Washington and Lee University*
- *United Way*—To assist employees in contributing to worthwhile endeavors in the community, the University will, if desired, process an employee's United Way contributions through payroll deduction.
- *Deductions for Voluntary Benefit Programs*

Determining Appropriate Pay

The Office of Human Resources 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.

Managers should consult with HR for guidance on pay decisions. In cases where specific market data is unavailable, HR will assist in evaluating the circumstances and developing an appropriate pay recommendation.

Communicating pay decisions should not occur until after appropriate approvals have been received.

Starting Pay

Determining the appropriate starting salary for a new employee is complicated, because many aspects of the new employee's performance are unknown. Decisions will have to be made after a careful assessment of available information from interviews, reference checks, educational accomplishments, 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 should consult with Human Resources 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 Human Resources or the vice president for Finance and Administration in consultation with the supervisor and 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. Individual salary increases are based on a number of factors, including:

- Individual performance and contributions
- Current position within market reference range
- Internal equity
- Overall budget

It is expected that as a result of solid performance, employees will progress over time through the market reference range for their positions. 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.

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.

Market Adjustments

The salary structure will be reviewed annually to ensure market competitiveness and internal equity. HR regularly assesses the University's base salary levels relative to the defined market. Based on these findings, HR 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. HR 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.

Annual Salary Letters

The Office of Human Resources sends a letter to continuing employees each spring that states the new salary effective July 1.

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. Job enrichment 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 HR 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 Human Resources prior to March 1:

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

Human Resources 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. Human Resources 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	<i>Current salary may be reduced, because it would be adjusted to the new job’s market reference range.</i>
Transfer or demotion occurs due to poor performance or lack of skills in prior job	<i>Salary would be reduced to level appropriate to the employee’s skills, competencies and performance relative to the new job’s expectations and standards.</i>
Organizational changes (i.e., reorganization)	<i>Treatment of salary adjustments due to an organizational change would be handled on a case-by-case basis</i>

Lateral Transfers

A lateral transfer occurs when an employee moves to a similar position within the same career stage and with the same (or similar) 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. HR should be contacted to discuss whether or not an increase would be warranted in this circumstance.

Promotions

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 their 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. Starting salaries for promotions will be determined in consultation with Human Resources. 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 Transfers” section will apply.

The hiring manager will work with Human Resources to determine the appropriate promotional increase before the offer is made or 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 Human Resources) will govern.

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 benefits 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 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](#).

Benefit Categories

Staff benefit eligibility is based upon the authorized appointment hours for the employee's position.

- *Full-time*—Employees who work in established 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) or employees who are hired to specifically share an approved full-time position. Visiting Faculty who teach at least five courses per year and have other administrative responsibilities such as advising may fall into the full-time category.
- *Part-time with partial benefits* —Employees who work in established positions that have been approved for less than full time, but at least 1,000 hours per year. Faculty who teach at least four courses per year fall into this category. Only certain benefits are provided for employees in these positions (see p. 37).
- *Part-time*—Employees who work in an ongoing position of less than 1,000 hours/year with only benefits required by law provided (FICA, workers' compensation, unemployment insurance). Employees in this category who are regularly scheduled to work at least 10 hours/week, 9-12 months per year will also receive a parking tag and university I.D. card.
- *Casual*—Employees who work on an on-call basis only when needed by the University for a specific, limited period of time, generally to meet a short-term (up to six months) staffing need. 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/x11385.xml>.

BENEFIT PROGRAMS

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 who work 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.

Health Insurance

<http://www.anthem.com>

The University offers eligible employees and their families enrollment in Anthem BC/BS's KeyCare 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 (part-time benefit-eligible employees should consult "Benefits for Part-Time Benefit-Eligible Employees" on p. 37.)
- Spouses, dependents through the end of the month in which they turn age 26, and/or eligible domestic partners. Dependents are identified by W&L as your naturally born and/or adopted children, step children 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. Benefits for non-IRS dependents may be taxable to the employee. Employees should notify HR when this occurs.

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 68% of the cost of the plan. The University subsidizes the cost of health insurance so that no benefit-eligible employee need pay more than 10% of his/her family income for health insurance premiums. Please contact Human Resources for more information and to determine whether you qualify.

D. When Coverage Begins

Coverage may begin on the first day of employment.

E. Timely Enrollment is Necessary

Health insurance coverage is not automatic if the employee does not enroll him/herself, and/or dependents, within 31 days of the employee's eligibility for insurance. Thereafter, 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

<http://www.ucci.com/was/uccweb/home.jsp>

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 identified by W&L as your naturally born and/or adopted children, step children 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. Benefits for non-IRS dependents may be taxable to the employee. Employees should notify HR when this occurs.

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 basic plan membership.

D. When Coverage Begins

Coverage may begin on the first day of employment.

E. Timely Enrollment is Necessary

Dental coverage is not automatic if the employee does not enroll him/herself and/or dependents within 31 days of the employee's eligibility for insurance. Thereafter, 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).

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 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 would pay 100% of the group premium rate plus a 2% administration charge.

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/x32435.xml>

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 (part-time benefit-eligible employees should consult “Benefits for Part-Time Benefit Eligible Employees” on p. 37). 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 monies left in the accounts at the end of the plan year are forfeited. In the event of an employee’s death or termination of employment with the University, any money that the employee has contributed to the flex plan by that date, which is greater than the amount already used during the calendar year, is still available in the applicable flexible spending account, but no new funds may be contributed unless the employee is eligible for and elects COBRA.

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 Web site.

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. Their program is centered around a team of personal health advocates, typically registered nurses, and 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 Program

www.carilionclinic.org/eap

The EAP offers professional and confidential counseling services designed to help address any personal concerns and life issues that employees are facing. It is available to employees and their dependents at no cost. This service, staffed by experienced clinicians, is available by calling a toll-free phone line 24 hours a day, seven days a week. Carilion's staff will assist you in connecting with your local provider. The counselor will help you assess the problem, provide short-term counseling when appropriate, assist you in selecting a specific resource when necessary, and will follow-up to insure you receive quality assistance.

Life Insurance

<http://www.wlu.edu/x11368.xml>

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 employees (part-time benefit-eligible employees should consult “Benefits for Part-Time Benefit-Eligible Employees” on p. 37).

B. When Coverage Begins

Coverage may begin on the first day of employment.

C. Cost

The University pays 50% of the premium.

D. Amount of Insurance

Insurance coverage is two times annual salary rounded down to the nearest \$1,000. Normally, no one will receive less than \$50,000 of insurance or more than \$200,000 of insurance. 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 their life insurance benefit.

E. Timely Enrollment is Necessary

Life insurance coverage is not automatic if an employee does not enroll within 31 days of his/her eligibility for insurance. After this 31-day period, the insurance company has the option of denying coverage based upon their review of the employee’s health history.

Group Long Term Disability

<http://www.wlu.edu/x11376.xml>

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

Full-time employees (part-time benefit-eligible employees should consult “Benefits for Part-Time Benefit-Eligible Employees” on p. 37).

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 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

Payments begin after 180 days of disability as that term is defined in the University's Long Term Disability Plan; however, the University's long term disability insurer must approve any request for long term disability.

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 10% of the employee's former salary 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). 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 and Life Premiums

The employee's portion of the premium cost for health, dental 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 Social Security (FICA) tax on these premiums, thereby reducing the taxes paid by the employee.

TUITION BENEFITS

Tuition Remission at Washington and Lee

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

Full-time employees, and their spouses or domestic partners, who are enrolled in a course or courses that neither lead to a degree nor lead to their status as a full-time student, are eligible to enroll in such courses for credit with the instructor's permission at the rate of 25% of the per-credit hour cost as established by the University. Employees should note that some portion of this tuition remission for their own courses may be taxable, and the entire amount of this remission for spouses/domestic partners is taxable.

Educational Grants

<http://www.wlu.edu/x30916.xml>

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 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.

For employees of record as of 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.

For employees of record beginning July 1, 2006, or later, 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-cref.org>

<https://401k.fidelity.com/public/content/401k/Home/LandingTEM>

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-CREF and Fidelity.

All non-student 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).

After two consecutive anniversary years of working 1,000 hours or more for Washington and Lee University, employees are eligible for a University contribution. 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 basis up to permissible federal and state limits. For further information, go to <http://www.wlu.edu/x31977.xml> to review the Summary Plan Description.

OTHER BENEFITS

Home Loans

<http://www.wlu.edu/x30920.xml>

Full-time faculty members and full-time exempt employees are eligible to apply for University housing loans. 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 25% less than the interest rate charged by Lexington financial institutions for residential mortgage loans.

VOLUNTARY PAYROLL DEDUCTION PROGRAMS

Supplemental Life Insurance

<http://www.wlu.edu/x33448.xml>

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).

Individual Disability Benefits

<http://www.wlu.edu/x16728.xml>

Washington and Lee University offers 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/x48365.xml>

Employees may apply for a voluntary, payroll deduction group long term care program. 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 80 at application.

BENEFITS AT RETIREMENT

Health Insurance at Retirement

Social Security recipients and their spouses are eligible at age 65 for Medicare health insurance.

If an employee has 10 or more years of service in a full-time benefit-eligible position, he/she may retire as early as age 59½, and continue participation in the group health insurance plan until age 65, at which time Medicare coverage begins. Assuming the employee meets the qualifications, the University's retiree health benefit plan that is in effect at that time will then be available at age 65. Retiree health insurance benefits are determined by date of hire.

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 up to an additional \$35,000 for eligible spouses) toward your

health care at retirement. The University makes its contributions to an EMERITI health savings account in annual installments once you retire. You can then use these funds to purchase a Medicare Supplement plan or Part D Prescription drug plan offered by Aetna through the EMERITI program, for reimbursement of premiums paid for coverage through another carrier, for Medicare premiums and/or to cover out-of-pocket medical expenses.

For employees hired on or after April 1, 2003, the University makes monthly contributions to the EMERITI Program for 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 contribution you make, are invested through Fidelity. You may direct these investments to either a Fidelity Freedom Fund that closest meets your retirement age or Fidelity's Retirement Money Market Portfolio.

Components of this program include:

- **A tax-advantaged way to invest and accumulate assets** to pay for your insurance premiums and other health expenses in retirement—*the Emeriti Health Accounts*—with investments and administrative services provided by Fidelity Investments (Fidelity).
- A specially designed **group health insurance program building on the foundation of Medicare**—*the Emeriti Health Insurance Plan Options*—underwritten by Aetna Life Insurance Company (Aetna). There is a range of plan options, and all include Medicare-approved Part D prescription drug coverage.
- **An innovative, tax-free way to pay for other qualified out-of-pocket medical expenses**—*the Emeriti Reimbursement Benefit*—administered by Acclaris, a third-party claims processor.

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.

SURVIVOR BENEFITS

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.

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.

BENEFITS FOR PART-TIME BENEFIT-ELIGIBLE FACULTY AND STAFF

Life Insurance

An employee is eligible for \$10,000 of life insurance coverage at the time he/she begins qualifying employment. The University pays approximately 50% of the premium.

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).

Employee Assistance Program

Employees have access to the University's Employee Assistance Program. The EAP offers professional and confidential counseling services designed to help address any personal concerns and life issues that employees are facing. It is available to employees and their dependents at no cost. For more information, refer to Employee Assistance Program on p. 30.

Long Term Disability Insurance

Employees are enrolled in the University's Long Term Disability insurance plan after one year of qualifying employment. The University pays the entire premium for this coverage. For more information, refer to Group Long Term Disability on p. 31.

Long Term Care Insurance

Employees may apply for a voluntary, payroll deduction group long term care program. This program pays for care in a variety of settings. For more information see Voluntary Payroll Deduction Programs on p. 35.

Retirement Plan

All non-student employees are eligible, upon employment, to open an account and can contribute as much as they would like (up to the IRS limit). After two consecutive anniversary years of working 1,000 hours or more, employees are eligible for a University contribution. The contribution structure is described in the "Retirement Benefits" section of this handbook (see p. 34).

Combined Time Off

Employees receive five days of CTO annually to be used as they see fit. The actual number of hours is calculated based on the number of hours the employee is regularly scheduled to work.

Extended Sick Leave

Employees who are out or who expect to be out for longer than 10 days for an illness or injury should notify HR as soon as the absence or need for absence is known. The first 10 days of an extended absence are charged to an employee's CTO. Days 11 through six calendar months are, in most cases, paid through the Extended Sick Leave Plan as long as necessary paperwork is completed in time (see p. 40).

Flexible Spending Accounts

Employees are eligible for participation in the Health Care and Dependent Care Flexible Spending Accounts.

Health Insurance

After one year of employment in this category, employees are eligible for health insurance for themselves only. In the initial and subsequent years the employee must work 1,000 or more hours to continue to be eligible. Insurance is only available if it is not available through Medicare or through a spouse or partner. The University pays 50% of the premium.

Health Advocate

Employees have access to 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. For more information, refer to Health Advocate on p. 30.

Workers' Compensation

The University pays the entire cost of workers' compensation insurance covering all employees who sustain work-related accidents or illnesses.

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 extended sick leave. The employee must, in turn, remit to the University any workers' compensation supplement received. (For more information refer to Workers' Compensation on page 40.)

PAID TIME OFF/LEAVES

Combined Time Off (CTO)

In an effort to provide flexibility to employees for the use of time off, Washington and Lee University created combined time off (CTO). CTO can be used for the following types of absences:

- Vacation;
- Personal illness and doctor's appointments; and/or
- Other personal reasons, including caring for members of the immediate family who are seriously ill and require care at home, or for children's doctors' appointments which cannot be scheduled outside of working hours.

In a CTO system, it is not necessary to distinguish how the time is being used. 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 will not be permitted to carry a negative balance. If there are extenuating circumstances, a written request for an exception may be submitted to the Executive Director of 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.

CTO for full-time employees accrues based on seniority in accordance with the following schedule:

Years of Full-Time Service	Combined Time Off Accrual	Maximum Accrual
0-2 years	20 days/year	30 days
3 – 5 years	25 days/year	37.5 days
6+ years and all exempt staff	30 days/year	45 days

CTO is tracked in hours and is prorated for employees who hold positions that are approved for less than 12 months.

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 extended sick leave program (p.40). Employees accrue time on a pay period basis.

Sick Leave Reserve (SLR)

A sick leave reserve (SLR) is established for each staff employee. New hires receive a one-time allotment of 5 days in SLR. Employees can transfer additional time from their CTO into their SLR at any point during the year. SLR time, however, cannot be converted back into CTO. SLR can be used in the event that the employee has a legitimate illness, injury or physically 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 10 working days of an employee's absence due to a serious illness or injury. After the first 10 working days, the employee will be covered by the University's extended sick leave 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 10 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 extended sick leave policy does not apply.

Part-time benefit-eligible employees do not receive an SLR bank and should consult "Benefits for Part-Time Benefit-Eligible Employees" on p. 37 to learn about their CTO accrual schedule.

Payout of CTO/SLR on Termination of Employment

Upon termination of employment, an employee will be paid for any accrued but unused balance in his/her CTO pool (up to the maximum accrual). The SLR will have no cash value on termination of employment.

Extended Sick Leave

Employees who are out or who expect to be out for longer than 10 days for an illness or injury should notify HR as soon as the absence or need for absence is known. HR 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. 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 Extended Sick Leave Plan as long as necessary paperwork is completed in time.

Workers' Compensation

The University pays the entire cost of workers' compensation insurance covering all employees who sustain 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. An employee's supervisor must report any work-related injuries to the director of Environmental Health and Safety (x. 8175) within 24 hours of the occurrence of the injury. If a supervisor fails to report the injury to the director of Environmental Health and Safety, the employee should 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 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 extended sick leave. 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 or providing an alternate one, 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 or an alternate position is available 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. 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 90 working days per 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

Paid leave upon the death of an immediate family member is arranged with the supervisor. 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.

Family and Medical Leave

The 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 and faculty handbooks summarize 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 12 months (which need not be consecutive) and must have worked at least 1,250 hours during the 12-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 12 months of total employment for eligibility. Periods of time away from work for military service will be counted toward the 12 months of employment, as well as the 1,250 hours of work in the previous 12 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, the University's extended sick leave through six calendar 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 to do so, employees may apply available paid CTO to any remaining period of unpaid FMLA leave.

Standard FMLA Leave Qualifying Circumstances

Eligible employees are allowed up to 12 weeks of unpaid leave in a 12-month "leave year" period under the following qualifying circumstances:

1. The birth and care of an employee's child (entitlement expires 12 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 12 months after placement/adoption);
3. When an employee is needed to care for a child, spouse or parent (as those terms are defined under Section 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);
4. 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
5. 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 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) child care and school activities; (4) financial and legal arrangements; (5) counseling; (6) rest and recuperation; (7) post-deployment activities; and (8) additional activities (including time and duration

of such leave) agreed to between the employee and the University. Section 825.126 of the FMLA regulations provide specific limits on certain of these “qualifying exigency” circumstances.

In determining the “leave year” in which an eligible employee is entitled to the 12 weeks of leave described in this section, the University uses a rolling 12-month period measured back from the date the employee uses any FMLA leave.

“Covered Service Member Care” Leave Qualifying Circumstances

Eligible employees may take up to 26 weeks of unpaid leave in a single 12-month period if they are the spouse, son, daughter, parent or next of kin (as that term is defined in Section 825.122 of the FMLA regulations) who is the primary caregiver for a “covered service member,” defined as: (1) 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; or (2) a veteran who served in the active military, Naval or Air Service 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 “covered service member care” leave for the care of veterans extends only to family members of veterans when the veteran was a member of the Armed Forces at some point in the five years before the date of the medical treatment or care that necessitates the leave. This leave may be used only in one single 12-month period beginning on the date the employee takes FMLA leave to care for the covered service member. Any remaining part of the 26 weeks is forfeited if not used in that 12-month period. Leave for the circumstances outlined in this section should be designated as “Covered Service Member Care” 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 12 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 “covered service member care” leave.

Where an employee qualifies for “covered service member care” leave, the employee is entitled to a maximum of 26 weeks of unpaid leave during the single 12-month period beginning on the date the employee begins “covered service member care” leave. However, in such a circumstance, the employee is entitled to only 12 weeks total of unpaid leave during that 26 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 12 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 husband or wife 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 a husband and wife are employed by the University, they may be limited to a combined total of 26 weeks of leave per single 12-month period (that period available for covered service member leave described in Section III (D) of this policy) for birth/care/placement leave, parental serious health condition leave, and/or covered service member leave (with a maximum of 12 weeks for birth/care/placement and/or parental serious health condition leave). Under the circumstances of this paragraph, neither the husband or wife retain the balance of any remaining individual leave entitlement after the combined total of 26 weeks has been taken in the single 12-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 30 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.

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 questions designed 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 “covered service member care” 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 one’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 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 placement of a healthy child for foster care or adoption, 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 health and other insurance 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 FMLA leave, the employee's share of health insurance premiums and other benefits will be handled by payroll deduction. If an employee is taking unpaid leave, the Office of Human Resources will notify the employee of the amount and date that the employee's portion of premium payments are due while on leave. Continuation of other 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 toward 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.

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

Holidays

The University observes the following scheduled holidays: Independence Day, a half day before Thanksgiving, Thanksgiving Day and the day after Thanksgiving. It also closes for three days during the Christmas/New Year's holiday season. In some years (depending on the academic calendar), undergraduate commencement may occur before Memorial Day. In those years, the University will also observe Memorial Day as a paid holiday.

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 work week. 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

<http://www.wlu.edu/x38326.xml>

The University is committed to supporting its full-time employees by providing parental leave for eligible employees who temporarily relinquish their duties following childbirth or adoption, or for an approved pre-adoption absence. This policy is designed to provide a reasonable and fair period of paid leave to such employees. The University will provide eight consecutive weeks of paid parental leave to each birth mother or new adoptive mother who is a full-time member of its staff and who must temporarily relinquish 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 where other leave time is approved by the executive director of Human Resources.

Note: This policy presumes that the mother of a child will be the primary caregiver; however, if an employee is not the mother but is the primary caregiver for a child, that employee 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 leave to be taken within the first three months following the birth of a child or the adoption of a pre-school age child. This policy is equally applicable to members of the eligible staff who are in a domestic partner relationship. In such cases, there must be a legally recognized and enforceable joint adoption relationship between the eligible staff member, the domestic partner and the child, in order to take parental leave under this policy.

Eligible employees must request parental leave in writing to their supervisor 90 days in advance of the requested leave start date (or as early as possible in the planning phase of an adoption process).

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.

PERFORMANCE AND PROFESSIONAL DEVELOPMENT PROGRAMS

Performance Development 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 Performance Development Program is designed to be:

- Focused on goals achieved and values 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 personal development form 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 goals, values 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 Annual Performance Development Plan is designed for the particular Career Stage for the employee's role at the University and is completed by all non-faculty employees. The form varies somewhat by Career Stage to focus on the competencies that are relevant to that group.

A complete description of the program, training materials and forms are available from the Office of Human Resources and at <http://www.wlu.edu/x33778.xml>.

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

In support of training and development of software skills, Information Technology Services and The Office of Human Resources have partnered in providing online videos from lynda.com, a leader in software training. Tutorials may be accessed by employees using your W&L network Username and Password at the following link <http://go.wlu.edu/lynda>. In addition, face-to-face training and consultation is available through the Technology Education Program of Information Technology Services. For more information about technology education, see <http://www.wlu.edu/x49133.xml>.

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.

Educational Assistance Within and Outside the University

Washington and Lee University's 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. Conference registrations are normally funded from departmental budgets and are not eligible for funding through this program. Additional information including eligibility and policy details is located at <http://www.wlu.edu/x11399.xml>.

Educational Assistance at Washington and Lee

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

Full-time employees who are enrolled in a course or courses that neither lead to a degree nor lead to their status as a full-time student, are eligible to enroll in such courses for credit with the instructor's permission at the rate of 25% of the per-credit hour cost as established by the University. Employees should note that some portion of this tuition remission for their own courses may be taxable.

WORK-LIFE PROGRAMS

In the fall of 2008, President Ruscio 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.

Childcare Resources

<http://www.wlu.edu/x29408.xml>

There are a number of year round childcare options available in the community and summer programs on campus and in the local community. A sitter list of students willing to baby sit is compiled each term and is available by contacting HR.

Two local daycare centers, Woods Creek Montessori and Yellow Brick Road provide extended hours during faculty meetings by registration at

<https://spreadsheets.google.com/viewform?hl=en&formkey=dFY4UG5POkhUZUZSNEphdzhpMjZ6Nmc6MA#gid=0>.

Please contact the assistant director of work/life initiatives for additional information about these programs.

Nursing Mothers

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. Assistance is provided in locating a place (other than a bathroom) that is shielded from view and free from intrusion from coworkers and the public to be used to express breast milk.

Nursing mothers are encouraged to discuss their individual needs with their supervisors. Employees may also contact Human Resources for assistance in locating an appropriate space for expressing milk or with questions regarding this policy.

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 has responded to the emergence of dual-career partners by providing 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 assistant director of work-life initiatives 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.

Eldercare Resources

Monthly eldercare speakers are hosted in conjunction with the Life Happens series. Additional eldercare resources are available by contacting the assistant director of work/life initiatives.

Newcomers Club

<http://go.wlu.edu/newcomers>; www.facebook.com/WLUNewcomers

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.

Live Well Program

<http://livewell.wlu.edu/>

Washington and Lee is committed to a work environment that promotes healthy lifestyles, enhances the quality of life, and decreases the risk of injury and disease. 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, quarterly challenges, etc. Incentives are available for employees and their spouse/partners who participate in various aspects of the program.

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.

Combined Time Off (CTO)

In an effort to provide flexibility to employees for the use of time off, Washington and Lee University created combined time off (CTO). CTO can be used for the following types of absences:

- Vacation;
- Personal illness and doctor's appointments; and/or
- Other personal reasons including caring for members of the immediate family who are seriously ill and require care at home, or for children's doctors' appointments which cannot be scheduled outside of working hours.

See Combined Time Off (CTO) on p. 39.

CAMPUS RESOURCES

Click here for a campus map: <http://newsoffice.wlu.edu/PrintmapNew.pdf>.

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 Web site 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/x23302.xml>

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

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, that has been created by some of America's foremost 20th-century artists.

Athletic Facilities

<http://www.wlu.edu/x2085.xml>

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.

Warner Center

The Warner Center is a five-story facility that features a basketball arena; the six-lane Cy Twombly Pool; 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.

Duchossois Tennis Center

The W&L tennis teams train and compete at this state-of-the-art, four-court, indoor tennis facility.

Outdoor Tennis Courts

The W&L tennis teams play their outdoor matches on the William Washburn Courts and the Upper Varsity Courts.

Auxiliary Services

<http://www.wlu.edu/x23390.xml>

Washington and Lee University Auxiliary Services provides essential services to students, faculty and staff while contributing to the academic mission of the institution, the University strategic plan, and the quality of life of our community.

The Auxiliary Services Office is located at the rear of the John W. Elrod University Commons and is open Monday through Friday from 8:30 a.m. to 4:30 p.m. (closed from noon to 1 p.m.). The phone number is x. 8917 from any W&L phone or (540) 458-8917 from outside the University. Services include faculty housing, purchasing, University ID card system, vehicle use, surplus furniture and equipment management, University travel, laundry services for students, dining services, copying services, and mail services.

Business Office

<http://www.wlu.edu/x30799.xml>

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

<http://www.wlu.edu/x29089.xml>

The Office of Communications and Public Affairs is charged with communicating information about Washington and Lee to both internal and external audiences via the media, official University publications, and the Web.

The News Office serves as the main point of contact between the College and the news media, assisting journalists with inquiries about the University and working to publicize University events, programs and people in various media outlets and through our Web site. The executive director of Communications and Public Affairs serves as the University spokesperson.

The Publications Office is responsible for major University publications including *W&L*, the University's alumni magazine, *W&L Law*, the law alumni magazine, the Annual Report and the W&L catalog. It also designs *Shenandoah: The Washington and Lee Literary Review*. Staff is also available to assist on-campus constituents with other writing, design and photography projects, including brochures, posters and other publications.

The Web Team is responsible for the University's Web site, including the development of new electronic tools such as blogs and wikis. The team maintains W&L's official [YouTube site](#) and is also responsible for distribution of the monthly electronic newsletter, "Generally Speaking."

Copying Center

<http://printingservices.wlu.edu/services.htm>

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

Copying	Collating
Large-format printing	Cutting
Folding	Transparencies
Spiral binding	Stapling
Velo binding	Perforating
Hole punching	Numbering

Dining Services

<http://www.wlu.edu/x25697.xml>

Dining Services offers a variety of campus food-service selections and locations. A variety of meal-plan options are available to accommodate the various dining needs of our students, faculty and staff. Employees who open a University account can use their University card to receive a 10% discount.

The Marketplace

The Marketplace is an all-you-care-to-eat dining facility located in the John Elrod Commons. Featured foods include an array of freshly prepared American and international cuisines. From made-from-scratch soups, salads and desserts to vegetarian specialties, the Marketplace hosts a series of special-event meals throughout the school year. The Marketplace accepts all meal plans and cash.

Café '77

Located in the John Elrod Commons, Café '77 offers a variety of freshly prepared sandwiches, salads, hot foods and convenience items.

ECafe

Located in the Hillel House which opened in 2010, the E-Café is a kosher café featuring New York bagels and spreads, a deli, smoothie bar, salads, sandwiches and snacks.

Information Technology Services

<http://www.wlu.edu/x49133.xml>

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://chapelapps.wlu.edu/default.asp>

Since the days of Robert E. Lee, Lee Chapel has been at the heart of life on the campus. Imbued with tradition, it continues to be a gathering place for the University's most important events. Lee is buried beneath the chapel, and a state-of-the-art museum is housed in the lower level. It includes Lee's

office, a portrait gallery displaying the Washington-Custis-Lee Collection, an exhibition tracing the history and heritage of Washington and Lee, and a museum shop.

Lenfest Center for the Performing Arts

<http://www.wlu.edu/x18975.xml>

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://campusmail.wlu.edu/>

Campus Mail Services is located in the Early-Fielding Building. It is open for walk-in traffic from 10:30 a.m.–noon, 1–2 p.m., and 3:15–4:15 p.m. Monday–Friday. These times may vary depending upon mail volume and staffing.

Public Safety

<http://www.wlu.edu/x30129.xml>

The Office of Public Safety serves to promote a safe and secure environment for students, faculty, staff and visitors to the University community. In addition, Public Safety is responsible for parking on campus. All employees must register motor vehicles (including motorcycles and motorbikes) in their possession with the director of Public Safety.

Reeves Center

<http://www.wlu.edu/x23068.xml>

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 adjoining Watson Pavilion. In addition to the ceramics collection, the Reeves Center houses the paintings of Louise Herreshoff Reeves (1876–1967). The Watson Pavilion houses changing exhibits and the Japanese Tea Room.

Telecommunications

<http://www.wlu.edu/x49133.xml>

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

<http://managementtools.wlu.edu/Directory/>. Employees who use Washington and Lee phones for

personal, long distance calls are expected to reimburse the University when the monthly statements for each extension are received in the departments.

University Libraries

<http://library.wlu.edu>

In addition to more than 650,000 volumes housed on site, the Library provides a Web site with convenient access to resources on the Web. The Special Collections Department includes rare books and manuscripts and the University archives, with a collection emphasis on the history of the University and Rockbridge County, Robert E. Lee and George Washington, and the Shenandoah Valley.

Through the Internet, employees both on and off campus have 24-hour access to the Library's online catalog and Web site. Participation in a strong resource-sharing system allows library staff to obtain needed materials from other libraries all over the nation. The University Library's two buildings, the James Graham Leyburn Library and the Robert Lee Telford Science Library, are open 24 hours daily when classes are in session, provide wireless Internet access throughout, and serve as the University's primary venue for study, research and work with multimedia resources.

The Wilbur C. Hall Law Library is located in the Law School and is administered separately. See <http://law.wlu.edu/library/>.

University Store

<http://wlubookstore.collegestoreonline.com>

The University Store is located in the Elrod Commons. The University Store has textbooks, other books, stationery, greeting cards, office supplies, computers and W&L memorabilia. With their University ID card, employees receive a 10% discount on select items.

EMPLOYEE RELATIONS AND COMMUNICATIONS

Maintaining effective communications with employees is a high priority of the University and the Office of 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. The Office of 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://www.wlu.edu/x30615.xml>.

Newsletter – *Campus Connection*

<http://www.wlu.edu/x30317.xml>

Human Resources publishes a monthly 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 e-mail. These e-mails can come from senior University administrators or from the Office of Communications and Public Affairs and contain urgent or official information about Washington and Lee.

Campus Notices

<http://campusnotices.wlu.edu/cgi-bin/index.pl>

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.

e2Campus

W&L has contracted with e2Campus to provide text-message alerts in the event of a major emergency. This important service is available free of charge to all students, faculty and staff. Please register a text-capable cell phone number so you will get these messages. You may also register an additional text-capable cell phone number and e-mail addresses so that family members may receive text alerts.

All users of the e2Campus system will receive campus emergency alerts. You may also sign up to receive notifications sent to smaller groups determined by campus population or residence. For more information, visit <http://www.wlu.edu/x37324.xml>.

Employee Committees

The administration has created a number of committees to advise and assist it in discharging certain of its responsibilities.

Employee Advisory Committees

<http://www.wlu.edu/x11405.xml>

The Employee Advisory Committees promote effective and direct communication between non-faculty employees and the administration. The executive director of Human Resources chairs the committee meetings, which serve as forums for discussion. Committee members provide advice and input on a variety of human resource issues and may make recommendations for consideration by the appropriate administrative unit of the campus.

There are two employee advisory committees:

- Operations Staff—Comprises employees from Athletics, Dining Services, Facilities Management and Public Safety; and
- Office Staff—Comprises hourly, non-exempt employees working in administrative and academic offices.

Committee members are appointed to achieve a broad representation of the different functional and organizational areas of the University. Members will each serve a two-year term and are appointed by the Vice President for Finance and Administration upon recommendation of the Executive Director of Human Resources.

Employee Benefits Committee

<http://registrar2.wlu.edu/faculty/faccomm.htm#ben>

The committee periodically reviews programs relating to faculty and staff benefits and acts as an advisory committee to the President. The committee composition:

Four faculty members, including one from the Law School and one from the Williams School, one retired faculty member, and three staff members, all appointed by the President for four-year terms. Three ex-officio members: Provost, Vice President for Finance and Administration, and Executive Director of Human Resources.

University Committee on Inclusiveness and Campus Climate (UCICC)

<http://registrar2.wlu.edu/faculty/faccomm.htm#ucicc>

UCICC provides guidance to the President and other members of the University on building a supportive and inclusive community and creating a climate that is open and welcoming to persons of diverse backgrounds. The committee represents the views of students, staff, administration and faculty.

University Safety Committee

<http://registrar2.wlu.edu/faculty/faccomm.htm#safety>

The University Safety Committee promotes a safe and secure living and working environment for the students, faculty, staff and visitors of Washington and Lee University. The committee is chaired by the University's Director of Environmental Health and Safety, and acts in an advisory capacity to the University President. It reviews, analyzes and plans for the implementation of safety and health policies and procedures to be recommended for adoption. Membership includes certain ex officio appointments, along with representatives of the faculty, clerical-support staff and students. Other committee responsibilities include:

- Discussing and analyzing hazards identified by the Director of Environmental Health and Safety or submitted by members of the campus community, suggesting appropriate action to eliminate or minimize the hazards.
- Reviewing inspections of work areas and buildings, prioritizing safety discrepancies discovered, and recommending corrective measures.
- Reviewing all accident reports and selected accident investigations, analyzing the reports for trends, and formulating recommendations to eliminate or control specific problems.
- Encouraging feedback from all employees regarding safety, including soliciting possible solutions to identified hazards, ideas for better safety awareness and safer practices, and identification of possible safety hazards.
- Communicating safety policies, training programs, and other safety-related matters to employees.

Wellness Committee

The Wellness Committee coordinates wellness activities on campus and guides the Live Well program. It is comprised of members of the campus community whose positions have responsibility for activities related to wellness. Additionally, the Wellness Committee has a sub-committee of Live Well Ambassadors that promotes healthy living on campus and advises the Wellness Committee about current and future programs. Live Well Ambassadors volunteer, are approved by the Wellness Committee and serve a one-year term.

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.

Ombuds

<http://www.wlu.edu/x33462.xml>

The ombuds provides confidential, neutral, independent and informal assistance to faculty and staff to address work-related concerns. The services of the Ombuds Office are available to all employees of the University.

Grievance Procedure

The Office of 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, the ombuds, or the staff in the Office of Human Resources at any time without the discussion being considered part of a formal grievance procedure.

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 the Office of Human Resources or the ombuds with questions and concerns. Issues rarely resolve themselves, and early attempts at resolution are often productive. Conversations with the Office of Human Resources or the ombuds in no way limit an employee's access to the formal grievance procedure outlined below.

The University wishes to provide individual employees with a confidential avenue by which they can express their concern, dissatisfaction or disagreement with a work-related problem or condition that they believe to be unfair, inequitable or a hindrance to effective performance. Issues or disciplinary actions regarding job performance, disciplinary warnings, and suspensions are subject to review through this procedure. Also, concerns about specific work assignments or other working conditions, changes in positions or reporting relationships, performance evaluations, and work unit or interpersonal conflicts among individuals may be raised through this procedure. **Complaints of discrimination, harassment, or retaliation are covered under separate procedures as outlined in the University's Policy on Prohibited Discrimination, Harassment, Sexual Misconduct and Retaliation.**

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 a means of further appeal to the Executive Director of Human Resources and then to the Vice President for Finance and Administration.

An employee should follow the steps in the order described below. However, the Office of 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, the Office of Human Resources or the ombuds may be contacted at any time for additional information, guidance or assistance in interpreting any part of this grievance procedure.

Employees may use the procedures described below without fear of retaliation from supervisors or others against whom a complaint may be lodged. This entire four-step process can generally be completed within four weeks.

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. Supervisors have a responsibility to try to resolve differences between their employees and to listen and respond in a positive manner to any grievance(s) employees may have with regard to working conditions and decisions over which the supervisor has control.

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 two weeks, 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 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.

Step 4—Final Appeal, Vice President for Finance and Administration

An employee may appeal the Step 3 decision by filing a written request within five working days of receipt of the Step 3 answer with the Vice President for Finance and Administration. This request should state the basis for the appeal and should include all supporting documentation. The written decision of the Vice President, which will normally be made within five working days, is final and shall not be subject to further review. In the case where an employee works within the Administration Division, another Vice President or the Provost will be asked to resolve the appeal.

UNIVERSITY POLICIES FOR FACULTY AND STAFF

The Code of Policies, located on the website of the Office of General Counsel at <http://www.wlu.edu/x28786.xml>, 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. 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 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).

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. The employee should contact the Executive Director of Human Resources, Early-Fielding Building, Lexington, VA 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 will inform the employee about any further specific documentation required for the particular disability and accommodation requested. Accommodation policies, procedures and informational documents and forms are available at <http://www.wlu.edu/x35539.xml>.

Alcohol and Drug Use in the Workplace

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 the Office of Human Resources (see p. 64).

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 2010 Annual Notice to Employees is available at <http://www.wlu.edu/x36302.xml>. 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/x11362.xml>), 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 reserves the right to perform background checks for all positions. The background checks may include but not be limited to such reviews as criminal history, credit checks, degree and employment verification, and motor-vehicle-license checks.

Motor-vehicle-license checks will be conducted on candidates applying for positions that entail the 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 negligent driving, driving while impaired, loss of license and/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 the Office of Human Resources.

Credit Checks will be conducted on new hires into positions responsible for the control of University funds. Some examples of positions that would normally be subject to credit checks include the associate treasurer/controller, the payroll manager, the co-directors and managers of the university store, head cashiers, the director of financial aid, etc. The Executive Director of Human Resources and the Vice President for Finance and Administration will determine when credit checks are deemed appropriate to protect the interests of the University.

Prior to taking any adverse employment action based on information contained in a credit history record check report obtained from a consumer reporting agency, Human Resources will provide the employee or candidate a copy of the report and a notice summarizing the individual's rights under the Fair Credit Reporting Act. The employee or candidate will also be given information on the credit reporting agency providing the report and a reasonable opportunity to submit information to Human Resources disputing the accuracy or completeness of the report before a final decision is made and communicated.

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 the Office of Human Resources.

Reporting Convictions

University employees must notify the Office of 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.

Computing and Network Use

<http://www.wlu.edu/x31425.xml>

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://www.wlu.edu/x31510.xml>

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 proactively with the risks of information security and privacy breaches. The purpose of W&L's Confidentiality 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. The 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); 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 hard copy) 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 a 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 hard copy) containing confidential information to the University and relinquish all further access to and use of such information.

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, an HR representative or the chair of the University's Information Security Program Committee.

Conflicts of Interest

<http://www.wlu.edu/x32871.xml>

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 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. 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.

These 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;
- 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;
- 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.

Consensual Relations

<http://www.wlu.edu/x32854.xml>

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. However, 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.

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 the consensual relations 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.

The consensual relations 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 the policy.

Consensual relationships (defined 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 impact directly the student's academic or professional status or development now or in the future are prohibited. Consensual relationships between law students and University employees who believe they are exempt from 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).

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

Copyright Policy

<http://library.wlu.edu/policies.asp>

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://www.wlu.edu/x32856.xml>

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://www.wlu.edu/x39166.xml>. 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.

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: 462-5277 or x5277 (on-campus)
- University Web Site
- Broadcast e-mail and/or voicemail
- Radio: WREL AM, WWZW FM, WVTF (Roanoke NPR), WMRA (Harrisonburg NPR), WKDW (Staunton)
- Television: WDBJ (Roanoke), WSLS (Roanoke), WSET (Lynchburg)
- Rockbridge Weekly on-line

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

Employees who report for work after the delayed opening or who leave after an official early release will be paid straight time for time worked and for their regularly scheduled hours for the time that the University was delayed or after an early release.

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.

Employees who do not report to work as scheduled when there is a delay or early release will need to charge the full day to CTO (or SLR if the absence is due to illness). Employees who leave work early without an official closing or early release will need to charge that time to CTO. Alternatively, they can make up the time within the same pay period (with supervisor's approval) or not be paid for the day.

Essential Employees

Because of the essential nature of their work, Student Health Center nurses, specified employees in Facilities Management and Athletics and employees (including casual employees) in 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-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.

Emergency Management

<http://www.wlu.edu/x37320.xml>

At Washington and Lee University, we take great pride in a community of trust and care for one another. However, we also recognize that W&L and the City of Lexington are not immune from emergencies. Employees are encouraged to explore the emergency management Web site to find information about how we communicate in the event of minor or major emergencies, a summary of the University's Crisis Management Plan and other details about how the University responds in the event of a crisis. With this said, our primary goal in crisis management is to prevent crises from occurring through nurturing a community of care for one another.

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 the Office of Human Resources. Relatives of employees will not normally be placed in the same department in which the employee works.

Environmental/Sustainability Commitment

<http://www.wlu.edu/x18427.xml>

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.

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.

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.

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 fully complete, sign and date the first section of the U.S. Citizenship and Immigration Services Form I-9 when the employee begins work and must complete Section 2 within three business days of hire. A newly rehired employee must complete the form within three days of starting work if the employee's previous I-9 is more than three years old, or

if his/her previous I-9 is no longer valid. An employee who does not properly complete the I-9 form within the legally required time frame will not be permitted to continue to work until the form is completed. If your immigration status changes, and therefore impacts your employability, you must notify Human Resources.

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.

Parking

<http://www.wlu.edu/x30158.xml>

Upon application, all W&L employees who meet the qualifications will receive a parking tag free of charge. Public Safety will need the make, model and license plate number to register your car.

Parking in the designated lots on campus is free of charge.

Personnel and Insurance Records

Official employee personnel files are maintained in the Office of 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 the Office of Human Resources by appointment during normal working hours.

There are a number of records that employees should remember to keep current. Please notify the Office of 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).

Smoking Policy

Smoking is not permitted inside classroom and administrative buildings, residence halls, dining areas, university vehicles, the bookstore and indoor athletic facilities. 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.

University Policy on Prohibited Discrimination, Harassment, Sexual Misconduct and Retaliation

<http://www.wlu.edu/x32882.xml>

Introduction

Policy Statement

Students, faculty, and staff at Washington and Lee University have the right to be free from prohibited discrimination, harassment, sexual misconduct, and retaliation within the University community. Specifically, the University prohibits discrimination, including harassment, on the basis of race, color, religion, national or ethnic origin, sex, sexual orientation, age, disability, veteran's status, and genetic information in its educational programs and activities and with regard to employment. The University also prohibits sexual misconduct offenses described in this policy. Finally, the University prohibits retaliation against any individual who brings a good faith complaint under this policy or is involved in the complaint process. 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 this policy will be disciplined appropriately, up to and including termination from employment or dismissal from the University.

Applicability

This policy applies to all Washington and Lee University students, faculty, staff, and volunteers, as well as all visitors to campus (including vendors, contractors, visiting athletes, alumni, parents and guests of students, etc.).

Definitions

Stalking: For purposes of this policy, "stalking" is defined as conduct occurring on more than one occasion directed at a specific person or persons that would cause a reasonable person to feel fear or apprehension for their safety. Such a course of conduct may involve, but not be limited to, unwanted contact or surveillance in person, by telephone or other electronic means. Stalking is a form of harassment.

Policy

A. Prohibited Discrimination, Harassment, and Sexual Misconduct

In addition to other forms of discriminatory conduct based on a listed protected category that would constitute a violation of this policy, unwelcome verbal or physical conduct by or toward a member of the University community on the basis of one or more of the listed protected categories may constitute prohibited harassment, depending on the circumstances of each case. Prohibited

harassment can take many forms, such as words, visual images, gestures, or other verbal or physical conduct, whether in person, by telephone, or other electronic means, including stalking.

To constitute harassment in violation of this policy there must be a finding that the conduct was: (1) based on one or more of the protected categories mentioned above; (2) unwelcome and offensive; and (3) either severe (in the case of isolated incidents) or repeated and pervasive such that it had the purpose or effect of substantially interfering with an individual's work or academic performance, or of creating an intimidating, hostile or abusive work or educational environment at the University. Harassment may also occur if submission to conduct described in (1) and (2) above is an implicit or explicit term or condition of employment, education, or participation in a campus activity or if submission to or rejection of such conduct is used as the basis for a decision regarding any University operation or program.

Unwelcome sexual advances, requests for sexual favors, or other unwanted verbal or physical conduct of a sexual nature may constitute sexual misconduct, depending upon the circumstances of each case. Forms of sexual misconduct include:

1. Sexual harassment, as prohibited harassment is described above
2. Physical assault with sexual intent
3. Sexual contact without consent -- by means of force, threat, intimidation or victim incapacity
4. Sexual intercourse without consent -- by means of force, threat, intimidation or victim incapacity
5. Attempts to commit the sexual offenses listed above

Sexual misconduct in any form is a violation of this policy. However, if there is a reasonable basis for a finding that any misconduct described in numbered items 2-5 above occurred, that misconduct does not have to satisfy the elements of harassment to constitute a violation of this policy.

W&L strongly urges all members of the campus community to play a part in discouraging, responding to, and preventing the types of misconduct prohibited by this policy. W&L encourages the community to speak up when an incident occurs and to report misconduct. Any individual who feels s/he has been subjected to prohibited conduct under this policy is encouraged to seek assistance and resolution. W&L's complaint procedures provide a variety of ways by which an individual may proceed, so that each person may choose an avenue appropriate to his/her particular situation, whether that be informal or formal resolution internally through the University, or external criminal or civil processes where the conduct may amount to unlawful discrimination, harassment (including stalking), sexual misconduct, or retaliation.

B. Confidentiality

The University will treat inquiries and complaints about prohibited discrimination, harassment, sexual misconduct, or retaliation confidentially to the extent possible, in accordance with the complaint procedures referenced herein. In some circumstances, the University may be required to act on information it has received even if the person providing the information chooses not to pursue a complaint.

C. Retaliation and Malicious Reporting

The University will make every reasonable effort to protect from retaliation individuals who believe themselves to be the object of discrimination, harassment, or sexual misconduct and/or who are involved in a complaint process. Retaliation, whether by an individual, a group of individuals, or an organization, against anyone who makes an inquiry about discrimination, harassment, or sexual misconduct, or who is involved in a complaint process is illegal and constitutes a violation of this policy. The malicious reporting of a false complaint of discrimination, harassment, sexual misconduct, or retaliation is also a violation of this policy. Retaliatory action or malicious reporting will be regarded as a basis for a separate complaint under this policy and the referenced procedures.

D. Relation to Federal Law

Washington and Lee University's policy against prohibited discrimination, harassment, sexual misconduct, and retaliation is consistent with Title IX of the Education Amendments of 1972, Titles VI and VII of the Civil Rights Act of 1964, as amended, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Age Discrimination in Employment Act of 1967, and the Genetic Information Non-Discrimination Act of 2008. In addition to contacting the complaint resources specified in the referenced complaint procedures, any person with concerns regarding the University's response to his/her complaint may contact the Regional Civil Rights Director, U.S. Department of Education, Office for Civil Rights, District of Columbia Office, 1100 Pennsylvania Ave., NW, Room 316, P.O. Box 14620, Washington, DC 20044-4620, (202) 786-0500 [students]; or the Washington Field Office of the U.S. Equal Employment Opportunity Commission, 1400 L. Street, NW, Suite 200, Washington, D.C. 20005, (202) 275-7377 [employees].

Procedures for Complaints of Violations of This Policy

A. Complaints Against Students:

Procedures for bringing complaints against students are located at www.wlu.edu/x37422.xml.

B. Complaints Against Faculty, Staff, and Other Non-Students:

Procedures for bringing complaints against non-students are located at www.wlu.edu/x37419.xml.

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 W&L Names, Logos and Other Marks

<http://www.wlu.edu/x34612.xml>

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.

Weapons Policy

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, dangerous weapons, explosives 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. Student violations will be dealt with through the Office of 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.

Whistleblower Policy; Fraudulent or Dishonest Conduct; Violations of Law

<http://www.wlu.edu/x31879.xml>

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 Subcommittee of the Committee on Finance of the Board of Trustees via the Office of General Counsel. The vice president, dean, provost or Audit Subcommittee 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 Subcommittee via the Office of General Counsel.

LEAVING WASHINGTON AND LEE

Resignation Procedures

When an employee resigns from the University, he or she must notify the Office of Human Resources and his or her immediate supervisor of the departure in writing. Employees must also return property belonging to the University and complete benefits processing. 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 when possible. An employee's actual termination day must be the last day worked, and cannot be extended by the use of CTO or a holiday. An employee will be paid for his/her unused accrued CTO. 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	Parking tags
Equipment and tools	Protective equipment
W&L University Card	Computers and audiovisual equipment
Manuals	Tools
Cellular phones	Uniforms
Pagers	Written materials
BlackBerrys	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

If an employee has 10 or more years of service in a full-time benefit eligible position, he/she may retire as early as age 59½ (see "Benefits at Retirement" on p. 35).

Involuntary Termination of Employment

The University may terminate the employment of an individual non-faculty 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. Although the University tries to exercise progressive discipline, 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 impending 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

Prior to an employee's departure from employment with the University, the Office of Human Resources may 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 (including laptops, phones, PDAs, etc.), keys and the like 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 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

Employees who are leaving the University sometimes ask supervisors or others for work references. The general practice of the Office of Human Resources is to verify only dates of employment and title and not to release or verify any salary or performance information, reasons for termination, or rehire consideration without specific written authorization and release from an employee.

Supervisors who are comfortable doing so may make positive work recommendations or give positive references about an employee or former employee. Supervisors who do not wish to offer reference information should direct inquiries to Human Resources for employment verification only.