

EMPLOYEE HANDBOOK
January 2012

TABLE OF CONTENTS

1.0 INTRODUCTION.....	3
1.1 A Letter from the President.....	3
1.2 About This Handbook.....	4
2.0 EMPLOYMENT POLICIES AND PRACTICES.....	5
2.1 Employment Definitions.....	7
2.2 Employment Policies.....	8
2.3 The Employment Process.....	12
2.4 Work Hours.....	15
2.5 The Performance Review and Planning Process.....	16
2.6 Dispute Resolution Process.....	19
2.7 Electronic Communications, Technology, and Data Security.....	20
2.8 Travel on University Business.....	27
2.9 Solicitation.....	27
2.10 Postings on Campus Bulletin Boards.....	28
2.11 Flyer Distribution.....	28
2.12 Public Statements on University Matters.....	28
2.13 Media Inquiries.....	28
2.14 Use of University Letterhead.....	28
2.15 University Graphic and Editorial Representation.....	29
2.16 Political Activities.....	29
3.0 COMPENSATION.....	30
3.1 Job Classification and Compensation Policy for Administrators and Support Staff.....	29
3.2 Administrative Contracts and Employment Statements.....	31
3.3 Getting Paid.....	31
3.4 Payroll Deductions.....	33
4.0 BENEFITS.....	37
4.1 Medical Insurance.....	35
4.2 Life Insurance.....	36
4.3 Disability Assistance.....	36
4.4 Optional Insurance.....	38
4.5 Paid Time Off.....	38
4.6 Other Time Off.....	42
4.7 Retirement Plan.....	45
4.8 Tuition Remission.....	48
4.9 Tuition Exchange Program.....	52
4.10 Flexible Spending Accounts.....	52
4.11 Workers' Compensation Insurance.....	53
4.12 Benefits Eligibility for Rehires.....	54

5.0 EXPECTATIONS OF EMPLOYEES	55
5.1 Faith and Lifestyle Expectations.	53
5.2 Attendance and Work Schedule.....	56
5.3 Appropriate Appearance and Attire	56
5.4 Visitors in the Workplace.	57
5.5 Personal Copying and Printing	57
5.6 Confidentiality and Educational Records	57
5.7 Acceptable Employee Conduct.....	58
5.8 Address and Family Status Changes.....	59
5.9 Requests for References	59
5.10 Conflict of Interest Policy.....	59
6.0 TERMINATIONS	65
6.1 Types of Terminations.....	63
6.2 The Exit Process.....	64
6.3 Effect of Termination on Benefits.	65
7.0 SAFETY, SECURITY, AND HEALTH.....	70
7.1 Emergency Closures.....	68
7.2 Key Policy	69
7.3 Mandatory Passenger Van Driver Safety Training	70
7.4 On-the-Job Injuries.....	70
7.5 Environmental Safety	71
7.6 Parking.....	73
7.7 Weapons Policy	73
7.8 Workplace Violence Policy	74
7.9 Workplace Searches	74
8.0 EMPLOYEE PRIVILEGES AND SERVICES.....	79
8.1 Faculty, and Staff and All Employee Lunches.	77
8.2 Health and Human Performance Facilities and Services.	77
8.3 University Libraries.....	77
8.4 Prayer Chapel	78
8.5 Chapel Attendance	78
8.6 Mail Services.....	78
8.7 Discounts at University Store.	78
8.8 Admission to Athletic Events.....	78
8.9 Drama/Music Productions.	78
8.10 Printing Services.....	78
8.11 Career Services; Vocation and Calling Fitness.....	78
8.12 Declining-Balance Meal Card.....	79
8.13 Check Cashing.....	79

1.0 INTRODUCTION

1.1 A Letter from the President

Colleagues,

While in many cases a handbook may not be the most exciting read, I do hope you'll take the time to read through and familiarize yourself with this very important document. As George Fox University grows it is essential to have policies and procedures that are easily accessible for all employees. I want to retain the feel of our informal community but we need clear policies to guide our work together.

The employee handbook is designed for that purpose. In it you will find the standard information relating to employee benefits, institutional processes, important terms, and employee privileges and expectations.

This handbook is intended for use by all George Fox employees; however, in some instances, additional related information pertaining specifically to faculty and academic processes can be found in the *Faculty Handbook*. Accordingly, you may note occasional references to the *Faculty Handbook* throughout this *Employee Handbook*.

I am very thankful to be at George Fox University. We have a unique mission and staff and faculty who believe they are called to help prepare the next generation (and some in my generation!) for the future. Thank you again for all the good work you do for the students of George Fox University.

A handwritten signature in black ink, appearing to read "Robin Baker", with a stylized flourish extending to the right.

Robin Baker
President

1.2 About This Handbook

This handbook has been prepared to acquaint you with the applicable policies, procedures, practices, and benefits of the university. It is intended to provide you with information about the university that will be helpful to you in the course of your employment. Because of this, we expect you to take the time to read it and become familiar with its contents. All policies, procedures, practices, and benefits in this handbook first became effective July 1, 2002. It has subsequently been updated to reflect any policy, procedure, practice or benefit changes since that date. This latest edition is effective March 1, 2009, and supersedes all previous policies, procedures, practices, and benefits of the university, both oral and written. If there are any discrepancies in benefit information provided in this handbook and benefit plan documents, the language in the benefit plan documents shall prevail.

The handbook is simply a summary of the university's current policies, procedures, practices, and benefits for your personal education and therefore should not be construed as a legal document. This handbook is not a contract of employment. If you have any questions, please forward them to the Human Resources Office for resolution.

Circumstances may occur that may result in the policies, procedures, practices, and benefits described in this handbook changing from time to time. The university reserves the right to amend, supplement, or rescind any or all provisions of this handbook as it deems appropriate at its sole and absolute discretion.

As previously stated, the information contained in this handbook is not a contract. Unless an employment contract provides otherwise, employment at the university is "at will." This means either the university or the employee generally can terminate the employment relationship at any time for any reason, with or without notice or cause. None of the provisions of this handbook alter, modify, or amend the "at-will" nature of this employment relationship.

2.0 EMPLOYMENT POLICIES AND PRACTICES

2.1 Employment Definitions.....	7
2.2 Employment Policies.....	8
2.2.1 Equal Employment Opportunity Policy.....	8
2.2.2 Antidiscrimination and Antiharassment Policy.....	9
2.2.2 (a) Mandatory Reporting of Sexual Abuse.....	10
2.2.3 Disability Accommodation Policy.....	11
2.2.4 Whistleblower Protection Policy.....	11
2.2.5 Drug-free Workplace Policy.....	12
2.2.6 Smoking Policy.....	13
2.3 The Employment Process.....	14
2.3.1 Promotions and Transfers.....	14
2.3.2 Employment of Relatives.....	14
2.3.3 Other Close Relationships.....	14
2.3.4 Background Checks.....	15
2.3.5 Reimbursement of Moving Expenses.....	15
2.3.6 Identification Cards for Employees.....	16
2.3.7 Personnel Records and Personal Information.....	16
2.3.8 Additional Employment.....	16
2.4 Work Hours.....	16
2.4.1 Breaks.....	16
2.4.2(a) Breaks for Expression of Breast Milk.....	16
2.4.2 Meal Periods.....	17
2.4.3 Four-Day Work Week.....	17
2.4.4 (a) Telecommuting as an Alternative to a 4-Day Work Week.....	17
2.5 The Performance Review and Planning Process.....	18
2.5.1 Corrective Action Process for Support Staff and Administrators.....	18
2.6 Dispute Resolution Process.....	19
2.7 Electronic Communications, Technology, and Data Security.....	21
2.7.1 Electronic Equipment.....	21
2.7.2 E-Mail.....	21
2.7.3 Personal E-Mail and Telephone Usage.....	22
2.7.4 Voicemail.....	22
2.7.5 Cellular/Voice Data.....	23
2.7.6 Internet.....	23
2.7.7 Website.....	23
2.7.8 Security/Software Licenses.....	23
2.7.9 Information Security.....	24
2.7.10 PDAs and Mass Storage Devices.....	26

2.8 Travel on University Business	27
2.8.1 Use of University-Owned Vans	27
2.8.2 Use of University-Issued Credit and Calling Cards.....	27
2.9 Solicitation.....	28
2.10 Postings on Campus Bulletin Boards	28
2.11 Flyer Distribution.....	28
2.12 Public Statements on University Matters	28
2.13 Media Inquiries	29
2.14 Use of University Letterhead	29
2.15 University Graphic and Editorial Representation.....	29
2.16 Political Activities.....	29

2.0 EMPLOYMENT POLICIES AND PRACTICES

2.1 Employment Definitions

Adjunct Faculty: A faculty member who is employed on a part-time contract on a semester-by-semester basis for specified classes or services and whose teaching load and faculty responsibilities over the course of an academic semester constitute less than that of full time faculty members. Adjunct faculty positions do not include all of the duties of regular faculty members. Adjunct faculty are not eligible for benefits.

Administrator: An employee whose job duties allow him or her to meet certain criteria to be “exempt” from state and federal minimum wage, overtime, and certain record-keeping requirements. Administrators typically fall into the “executives, managers, or supervisors” or “administrative employees” categories set forth by federal and Oregon wage and hour laws. As such, they are not eligible for overtime pay.

Annualized Salary: Salaries of employees who work less than full time may be stated as “annualized” in order to compare them with salaries of employees that work 40 hours per week for 12 months of the year. An annualized salary is obtained by dividing the actual salary by the employee’s FTE. Example: A .75-FTE employee’s actual salary of \$22,500 is a \$30,000 annualized salary.

Employment at Will: Employment at will means either an employee or the university is free to conclude the employment relationship at any time, with or without notice, with or without cause, and the employment relationship is not for any specified period of time. Oregon is an “at-will” state, so employees not employed on contracts are “at will.”

Exempt: The legal classification for employees who are paid a salary and are not subject to (are exempt from) state and federal minimum-wage, overtime, and some record-keeping requirements. Certain criteria, including the types of job duties performed, have to be met to properly classify an employee as exempt. At the university, administrators and faculty are exempt employees.

Faculty: An employee who is employed on a faculty contract. Like an administrator, a faculty member is exempt from state and federal wage and hour laws. Faculty meet the state and federal definitions of “professional employee.”

Full-Time Employee: Any support staff or administrator regularly scheduled to work 40 hours per week for 12 months of the year and whose total scheduled hours are 2,080 hours during the fiscal year. These scheduled hours include paid vacation, sick leave, and holiday hours. A full-time faculty member is one with an assigned workload of at least 24 credit hours during the academic year.

Full-time Equivalency (FTE): Stated as a decimal, FTE is a term used to indicate a person’s status as a portion of full time. These scheduled hours include paid vacation, holidays, and sick leave. An employee's FTE is used to determine eligibility for and level of benefits.

Introductory Period: All new, rehired, or transferred support staff and administrators have an introductory period of six months. This gives a new employee's supervisor the opportunity to assess the employee's performance and ability to meet the assigned responsibilities of his or her position throughout this period. If, in the judgment of management, the employee's performance is satisfactory, the employee generally becomes a regular employee. However, if at any time during the introductory period, the supervisor deems an employee's performance is marginal or unsatisfactory, the university may end the employment; or the introductory period may be extended for up to 60 additional days to further evaluate performance and suitability for the job. The use of this introductory period is not intended to affect at-will status, nor does it imply that employment continues for the entirety of this period or beyond it.

Nonexempt: The legal classification for employees who are subject to (not exempt from) state and federal minimum wage and overtime laws, and greater record-keeping requirements. At the university, support staff and temporary employees are nonexempt.

Part-time Employee: Any employee who works less than full time (is less than 1.0 FTE).

Regular Employee: Any support staff, administrator, or faculty member who is hired into an approved, budgeted, ongoing position and who is not in an introductory period.

Rehire: An employee who has been previously employed by the university on at least a regular, half-time basis for a minimum of one year and whose break in service is not greater than five years. (See Section 4, Your Benefits, for information about benefits for rehires.)

Retiree: Any employee whose termination from the university occurs at age 62 or older with at least 15 years of service.

Senior Administrator: An administrator who is an academic dean, vice president, provost or president.

Staff: Regular employees who are not faculty, including support staff, administrators and senior administrators.

Support Staff: An employee whose job responsibilities provide support services and who is subject to minimum wage, overtime, and record-keeping requirements under state and federal law.

Temporary Employee: An employee who is hired for less than six months.

2.2 Employment Policies

2.2.1 Equal Employment Opportunity Policy

The university is an equal-opportunity employer. Every employee has the right to work in surroundings free from all forms of unlawful discrimination. It is our policy to make decisions about applicants and employees without regard to sex, age, race, color, marital status, national origin, disability, veteran status, or any other status to the extent prohibited by applicable local, state, or federal law. This prohibition applies not only to

the recruiting and hiring process but to all facets of the employment relationship, including promotion, pay, training, classification, performance reviews, discipline, and termination.

George Fox is owned by the Northwest Yearly Meeting of Friends Church and its mission is distinctly Christian. Employees are required to agree with and abide by the university's faith statement and its statement of community responsibilities. Within the context of this agreement and commitment, employment opportunities are otherwise available to all persons on the basis of their experience and skills.

In the recruiting process, the university may make special effort to solicit applicants from underrepresented groups. This is done as an affirmative step to increase the representation of these populations in the university's workforce to better match their availability in the labor market. Hiring decisions are based on the applicants' qualifications as they relate to the needs of the position.

2.2.2 Antidiscrimination and Antiharassment Policy

The university's employees work in and students live and work in an environment where the dignity of each individual is respected. Harassment due to race, color, sex, marital status, religion, age, national origin, citizenship status, workers' compensation status, physical or mental disability, veteran status, or any other status to the extent protected under applicable local, state, or federal law is prohibited. All directors, supervisors, employees, and students are expected to work actively to maintain an education and workplace environment free from unlawful discrimination and harassment and to conduct themselves in such a way as to ensure no discrimination or harassment occurs.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature may constitute sexual harassment when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic status
- Submission to or rejection of such conduct by an individual influences employment or academic status decisions affecting such individual
- Such conduct has the purpose or effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive work or student life environment.

The conduct prohibited may be verbal, visual, or physical in nature. It includes unwelcome sexual advances, requests for sexual favors, physical touching, or the granting or withholding of benefits (e.g., pay, promotion, time off, grades) in response to sexual conduct. More subtle forms of inappropriate behavior, such as offensive posters, cartoons, caricatures, comments, and jokes of a sexual nature are also prohibited, as they may constitute sexual harassment when they contribute to a hostile or offensive work or student-life environment.

If any employee or student believes he or she has witnessed discrimination or harassment, has been discriminated against, or has been subjected to sexual or other forms of harassment, the person should immediately report it as follows:

- If the alleged incident involves two students (outside the context of student employment), the vice president for student life or the dean of students should be contacted
- If the alleged incident involves a student and a faculty member, an academic dean, the provost, or the vice president for student life should be contacted
- If the alleged incident involves one or more support staff, administrators, faculty members, or student employees, a supervisor, the director of human resources, the provost, or any vice president should be contacted.

Complaints are to be investigated promptly and appropriate corrective action taken. Retaliation is prohibited for good-faith reporting of concerns about discrimination or harassment.

Employees who are asked to testify during an investigation are expected to cooperate fully. Retaliation against them for doing so is not tolerated. Any employee found to have engaged in discrimination, harassment, or retaliation is subject to immediate disciplinary action as deemed appropriate by the university, up to and including termination.

While the above processes for dealing with allegations of discrimination or harassment are in lieu of the Dispute Resolution Process (described in Section 2.7), if the above efforts fail to resolve the complaint, the employee is expected, to the extent permitted by applicable law, to enter into mediation or legally binding arbitration in accordance with the Rules of Procedure for Christian Conciliation of the Institute for Christian Conciliation.

2.2.2 (a) Mandatory Reporting of Sexual Abuse

While interacting with children isn't a regular part of our operations, there are some occasions, particularly in interactions with local schools, where we come into contact with minor children. In addition, while most of our students are over eighteen years of age, some are not yet eighteen, and children and adolescents are also frequent visitors to campus as part of groups using our campus facilities for church camps, high school competitions, sports camps, etc.

Under Oregon law, any school employee who suspects child abuse is mandated to report it to the appropriate authorities. This obligation exists whether knowledge of the suspected abuse come about as a result of the employee's work for the university, or in the regular course of your daily life, and should be made even if the child or family member does not wish to file a report. The definition of school in state law includes institutions of higher education, and complying with this law is certainly consistent with our values and ethos.

If you witness or have other reason to suspect child abuse, you are legally obligated to immediately make an oral report to the State of Oregon Department of Human Services (DHS) or a local law enforcement agency. If you have questions about mandatory child

abuse reporting, the following link to Oregon's Department of Human Services website is an excellent resource:

http://www.oregon.gov/dhs/abuse/pages/mandatory_report.aspx

It is important that each employee does his/her part to ensure that our responsibilities are met relative to the state law, but also in helping to ensure a community that cares about and for those least able to protect themselves. The consequences of failing to do one's part in this regard could be dire – the health, happiness and well-being of others is at stake.

2.2.3 Disability Accommodation Policy

From time to time, employees with disabilities may need accommodations in the workplace. In compliance with the Americans with Disabilities Act (ADA) and comparable state laws, the university is committed to assisting employees with disabilities by working for reasonable accommodations in their work environments to enable them to perform the essential functions of their jobs.

If an employee believes he or she has a disability for which accommodation is needed, he or she should obtain a Disability Accommodation Request, an Authorization for Release of Medical Information, and a Physician's Medical Review form from the Human Resources Office. These forms must be completed and returned to aid in providing reasonable accommodation. The university may offer a reasonable accommodation other than one requested by the employee if it is determined the alternative reasonable accommodation allows the employee to perform essential job functions.

To protect the employee's privacy, effort is made to keep information surrounding the accommodation request confidential to the degree practical. The director of human resources, the university's ADA compliance officer, the employee's supervisors (up to and including the vice president or provost), and those involved in facilitating the accommodation may be notified of a request and related information to the extent appropriate.

2.2.4 Whistleblower Protection Policy

A whistleblower, as defined by this policy, is an employee of George Fox University who reports an activity of an agent of the university that he/she considers to be illegal or dishonest. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures. Appropriate management officials are charged with these responsibilities.

Examples of illegal or dishonest activities are violations of federal, state or local laws; billing for services not performed or for goods not delivered; fraudulent financial reporting; forgery, and other related illegal acts.

If an employee has knowledge of or a concern of illegal or dishonest fraudulent activity by an agent of the university, the employee must contact the vice president for financial affairs. The employee must exercise sound judgment to avoid baseless allegations. An employee who intentionally or recklessly files a false report of wrongdoing is not a

whistleblower and is subject to discipline up to and including termination.

Whistleblower protections are provided in two important areas — confidentiality and against retaliation. Insofar as possible, the confidentiality of the whistleblower is maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law, and to provide accused individuals their legal rights of defense. George Fox University will not retaliate against a whistleblower. Any whistleblower who believes he/she is being retaliated against must contact the vice president for financial affairs immediately.

All reports of illegal and dishonest activities by an agent of the university must be promptly submitted to the vice president for financial affairs, who is responsible for investigating and coordinating corrective action. Employees with any questions regarding this policy should contact the vice president for financial affairs.

In the event the vice president for financial affairs is suspected to be involved in any illegal or dishonest act or to have not taken appropriate action to investigate or take appropriate corrective action, employees must contact the president of the university.

The board of trustees' property, finance, and audit committee chair or the chair of the board of trustees should be contacted in the event the suspected illegal or dishonest act involves the university president.

2.2.5 Alcohol and Drug-Free Workplace Policy

George Fox University is committed to maintaining a safe, healthy and alcohol and drug-free professional workplace and educational environment for faculty, staff and students. While few, if any, at the university are involved with illegal drugs or alcohol use while at work, those who may be involved adversely affect the university's professional and educational environment. Such individuals also impair our ability to maintain a safe campus that is free from the effects of drugs and alcohol.

Recognizing that there may be faculty, staff or students who have an alcohol or drug problem, the university stands willing to assist in the resolution of that problem and encourages anyone to seek help. Faculty, staff or students covered by a university-offered medical health plan may refer to that plan for details of their coverage regarding treatment.

For the university's good and to comply with our obligation under the Drug-Free Workplace Act of 1988, the university has adopted and will enforce the following policy in order to maintain a drug and alcohol-free workplace:

The unlawful sale, possession, manufacture, distribution, dispensation, use, or being under the influence of illegal drugs or controlled substances while in or on university owned or controlled property is prohibited and will be subject to immediate disciplinary action. Further, the use of drugs or alcohol or being under its influence during work hours, including during meal periods and breaks, is also absolutely prohibited. Violation of these rules by an employee or student will be reason for mandatory testing and/or treatment for substance abuse, and/or for disciplinary action. The type of disciplinary action taken for either or both will depend upon the situation; however, it might include

termination, suspension, probation, required rehabilitation, expulsion, referral for prosecution, or a combination of these measures.

Since the university is a federal grant recipient, as a condition of employment, all employees must abide by the terms of this policy and must notify the university of any criminal drug conviction within five days of the conviction where workplace conduct is involved.

Any employee who believes another employee or student may be under the influence of drugs and/or alcohol or has otherwise violated this policy should report it to his or her own or the suspected employee's supervisor, a vice president, the provost, the director of human resources, or a security officer.

Upon reasonable suspicion¹ of violation of the university's drug and alcohol policy, an employee may be required to provide a sample for drug or alcohol testing upon request.

George Fox also reserves the right to test an employee for drug or alcohol use after he or she is involved in a vehicle or other accident occurring during work hours, violates a safety or operating procedure in a way that reflects bad judgment, or has a criminal conviction involving drugs or alcohol. In addition, employees whose job duties include operation of university vehicles with a Class C license will be subject to random testing and must cooperate in providing a sample upon request.

¹Reasonable suspicion may include but is not limited to: (a) bizarre or altered behavior or appearance at work; (b) substantial loss of productivity at work; (c) repeated tardiness or absences from work; (d) involvement in an on-the-job accident or near miss that resulted in or could have resulted in death or in an injury which requires medical attention or time off from work.

The university uses a third party to conduct any alcohol and drug testing. Specimens are drug tested only by a NIDA approved laboratory. In accordance with Oregon law, any positive drug test shall be confirmed using a licensed, certified clinical laboratory. Employees are entitled, upon request, to testing results. The director of safety, the director of human resources, the provost, or any vice president or a designee of any of these can arrange with the vendor for a drug test.

Violations of this policy include testing positive, refusal to test², or interfering in any way with the enforcement of the policy or its collection and testing procedures.

Policy violations will subject the employee or student to immediate disciplinary action as described earlier in this policy.

George Fox University will support all local, State and Federal laws relating to illegal drug and alcohol abuse.

2.2.6 Smoking policy

George Fox University provides a smoke-free environment to its employees, students and guests. The university prohibits smoking and all forms of tobacco use everywhere on-campus; as well as off-campus by employees and traditional undergraduate students.

2.3 The Employment Process

The university attempts to fill each job opening with the person best qualified for the position. Applicants may include current employees (internal candidates), former employees, other external applicants, or a combination of all three groups.

2.3.1 Promotions and Transfers

Employees may apply for open positions. Support staff and administrator positions are generally open for a minimum of five working days before they are closed or filled. It is each employee's responsibility to check the university's website to stay abreast of current openings (jobs.georgefox.edu). Internal candidates may be considered before external candidates, but usually they are considered concurrently with any other applicants. The hiring supervisor seeks the best candidate based on qualifications and long-term fit for the position.

To apply for a posted position, an employee completes a transfer request form. A cover letter and résumé should accompany this form and be submitted to the Human Resources Office. Generally, two weeks' notice is required before a support staff member can transfer to the new position; for administrators, there is a one-month notice period.

²Refusal to test: engaging in any conduct with the purpose or effect of interfering with collection or test processes, including but not limited to failure to report in a timely fashion to a collection site, submitting an adulterated specimen, substituting a specimen, providing a specimen that is unsuitable for testing, or refusing to provide a second specimen when requested by the collector.

Except under unusual, extenuating circumstances, employees should not be asked to stay in their current positions longer than these periods, and then only by mutual agreement of both supervisors.

If an employee applies for and accepts a position on a lower pay range than he or she is on currently, a pay decrease should go into effect on the effective date of the transfer. In the case of a position being eliminated and an employee being transferred or reclassified into a lower position at the university's request a pay decrease generally will not occur upon transfer. (See Section 3.1.3(d) Salary Determinations and Adjustments, Demotions.)

2.3.2 Employment of Relatives

In accordance with Oregon labor law, the university does not restrict the employment of relatives — with two exceptions. Generally, one family member is not allowed to supervise another family member, directly or indirectly, nor is a family member allowed to occupy a position in which a conflict of interest or the appearance of favoritism is likely to occur. For this policy, "family member" includes husband, wife, son, son-in-law, daughter, daughter-in-law, father, father-in-law, mother, mother-in-law, sister, sister-in-law, brother, brother-in-law, aunt, uncle, niece, nephew, stepparent, or stepchild. Employees must disclose any such relationships to the Human Resources Office.

2.3.3 Other Close Relationships

Supervisors are not allowed to have dating relationships with people who report to them, directly or indirectly. Neither does the university generally allow the supervision of an employee in close personal relationships with his or her supervisor, including but not

limited to house- or roommates. The university reserves the right to decide when a personal relationship has the likelihood of compromising a supervisor's fair and objective performance. Employees must disclose any such relationships to the Human Resources Office.

2.3.4 Background Checks

The university is committed to hiring qualified employees that will support and further its mission and to providing a safe and secure environment for all university constituents, including students, visitors and employees. It is also important that the university take meaningful actions to protect its funds, property and other assets. Conducting background checks on potential new hires is one way the university can work to meet this commitment and is an important part of the selection process.

The university may use the services of a third party to obtain background information on applicants being considered for hire and current employees that move into new positions with the university. This process is conducted to verify the accuracy of the information provided by the candidate or employee and to determine his/her suitability for employment. The extent of the background check and the information sought will depend on the position and may include some or all of the following: social security number, name, and address history search; criminal check; sex offender search; education, license, and/or certification verification; employment credit report; employment verification and reference check; and driving record. Job offers may be contingent on successful background screening results. The university reserves the right to make the sole determination concerning information or any employment decision arising out of the background check. Background checks are conducted in compliance with the Fair Credit Reporting Act and any other applicable federal and state statutes.

2.3.5 Reimbursement of Moving Expenses To qualify for reimbursement of moving expenses, a new faculty member or administrator must have a signed contract with the university to accept a regular position (a) for which the university recruited beyond the normal commuting distance (50 miles per the IRS Code) and (b) that otherwise would add at least 50 miles each way to his or her commute. The distance of the move is taken into consideration in determining the amount of reimbursement. Eligible moving expenses include one trip for employee and spouse to find housing, transportation of household goods and effects, travel expenses of employee and family, and meals during travel.

To apply for reimbursement of moving expenses, an employee must submit all receipts and records, along with a completed Moving Expense Itemization form, within 90 days of the commencement of employment. Moving expense reimbursements require the approval of the appropriate vice president or the provost as well as the director of human resources.

Termination of employment within 90 days of the hire date nullifies an employee's eligibility to receive reimbursement of moving expenses. If an employee has already been reimbursed, the amount of the reimbursement is required to be repaid to the university. If the entire amount cannot be repaid immediately, arrangements must be made with the vice president for financial affairs to schedule repayment to the university.

Faculty members filling a one-year or other temporary position are not eligible for

reimbursement of moving expenses. Reimbursements of moving expenses for senior administrator positions are negotiated individually apart from this policy.

2.3.6 Identification Cards for Employees

Each employee should obtain a university identification (ID) card soon after hire. This card has the employee's picture and signature and indicates whether he or she is support staff, administrator, or faculty.

ID cards are used to allow employees access to campus buildings and to verify employment and eligibility for various services and employee privileges on campus, including discounts at the university stores, checking out materials from university libraries, granting free admission to most sports events for the employee and his or her family members, and more.

2.3.7 Personnel Records and Personal Information

A personnel file is kept on each employee in the Human Resources Office. It contains documents related to employment, benefits, performance, etc. A personnel file on each faculty member is also maintained in the Office of Academic Affairs.

An employee may inspect any or all of his or her personnel file. At the employee's request, arrangements are made for him or her to review the file in the Human Resources Office. If an employee or former employee requests a copy of his or her personnel file, the Human Resources Office provides it with a copying charge.

2.3.8 Additional Employment

Employees must obtain the approval of their supervisor(s) up to and including the vice president/provost before accepting additional employment that may interfere with their normal work schedules. This includes additional employment with the university.

2.4 Work Hours

For most departments at the university, the normal work schedule is 8 a.m. to 5 p.m., Monday through Friday, and each department should be open during these hours. Individual work schedules, including break periods and meal times, may vary by department depending on departmental needs or preferences. An employee's supervisor must approve variations to the normal workday or work week for the employee. The appropriate vice president or provost must approve any variations to the normal workday or work week for a department. Any variations in work schedules should not result in interruption or delay of services. The university reserves the right to change an employee's work schedule as deemed necessary or preferable.

2.4.1 Breaks

A 15-minute paid rest period is provided to employees once in the morning and once in the afternoon, approximately midway during a four-hour work period. The exact time period may be determined by the supervisor to ensure continuous department staffing throughout the day. In accordance with Oregon wage and hour law, nonexempt employees must take breaks. Breaks are not cumulative and may not be used to arrive late, leave early, extend lunch periods, or accrue additional paid time off.

2.4.1(a) Breaks for Expression of Breast Milk

In accordance with Oregon law, a 30-minute rest period for each four hour work period is provided to employees with children 18 months or younger for the purpose of expressing breast milk. When feasible, this rest period should be taken at the same time as the regular break (See Section 2.4.1 above.) and meal periods (See Section 2.4.2 below.) The employee has the choice of three options to account for any additional time taken beyond the paid 15-minute break period. She can work before or after her regular shift to make up the time, she can take time as unpaid time off or she can choose to use vacation to cover the time. Her choice should be communicated to her supervisor and the employee's time sheet should be completed carefully to accurately reflect her choice.

The university will also make a reasonable effort to provide the employee with a private location within close proximity to her work area to express milk and will also provide a location for storing the milk. This may be a refrigerator near the employee's work area or a place for the employee to keep an insulated food container or cooler.

An employee wishing to be provided a break and/or location for expressing breast milk or a location for its storage, should notify her supervisor or the director of human resources or associate director of human resources.

2.4.2 Meal Periods

Meal periods are required for nonexempt employees if an employee works a shift that is six or more hours long. They are generally not paid and are intended to give employees opportunity for refreshment and a break from their work. The exact time period may be determined by the supervisor to ensure continuous department staffing. The lunch break should be taken about midway during the shift. A meal period should not be less than 30 minutes or longer than one hour. Normally, work should not be required during a meal period. In the occasional instance the supervisor requires a nonexempt employee to work through the meal period, the meal period is paid.

2.4.3 Four-Day Work Week

The university provides the option of a four-day work week to employees. This schedule provides flexibility to employees to better meet personal and family needs, and it provides good stewardship of God's creation by reducing gas consumption. The following guidelines apply to the four-day work week:

- All offices must be covered from 8 AM to 5 PM Monday through Friday.
- The four-day work week must be approved by the employee's supervisor, taking into consideration the nature of the person's duties, potential service disruption, the employee's performance and any other relevant considerations. If a supervisor determines that a 4-day work week arrangement or telecommuting is not working out satisfactorily, he or she may require an employee to resume working a standard work week.
- Employees may take off either Monday or Friday, coordinating schedules with others in the department who are also working four days.
- Meetings should be scheduled on Tuesday, Wednesday, or Thursday.
- Weeks that contain paid holidays will be standard work weeks for all employees.

- Employees may be required to work a standard work week to provide adequate coverage when coworker(s) are on vacation or ill, or to cover special events that will necessitate more complete coverage for particular areas within the university.
- Each director or vice president will determine whether the four-day work week is appropriate for a particular office or site, taking into consideration possible service disruption to customers and other factors.
- Summer student employees are required to work the standard work week.

2.4.3 (a) Telecommuting as an Alternative to a 4-Day Work Week

Some employees may choose to work four days on site and telecommute the fifth day via

computer and telephone with their supervisors' approval. The same guidelines that apply to the four-day work week will apply to telecommuting.

2.5 The Performance Review and Planning Process

The performance review and planning process at the university is intended to benefit support staff and administrative employees. As each employee is given regular, clear, objective feedback regarding performance, he or she receives acknowledgment of performance and has the opportunity to improve performance when the need is indicated. The review process assists each employee with his or her development and establishes a written record of work performance.

Performance reviews are based on various factors that may include integration of faith and lifestyle, service orientation, initiative, strategic leadership, communication and interpersonal skills, accountability, responsibility, teamwork, flexibility/adaptability, productivity, judgment, dependability, job knowledge and execution, and work safety/environment. The results of goals set at the employee's previous review are also considered in assessing each employee's performance.

Each administrative and support-staff employee of the university should receive a performance review before the end of the introductory period and annually thereafter. Certain situations may warrant a review at an interval outside of the normal annual cycle, such as when an employee transfers out of the department or a supervisor leaves the department. Additionally, if an employee is not meeting the expectations of the job, an interim performance review may be completed at any time the supervisor deems appropriate. In any of these cases, if it has been less than six months since the last performance review, an abbreviated, narrative format may be used instead of the standard form.

The employee's signature is required on the form to indicate he or she has read the performance review and has discussed it with the supervisor. The signature does not indicate agreement.

2.5.1 Corrective Action Process for Support Staff and Administrators

A goal of employee corrective action is to improve performance and develop and maintain long-term, successful employees. One aspect of the corrective action process is to emphasize counseling and focus on communicating an expectation of change and improvement when problems occur.

Nothing in this section is intended to diminish the university's discretion as to its workforce but rather is an explanation of a preferred method of dealing with disciplinary or performance problems. The university expressly reserves the right to determine the method of proceeding in each individual case. Each option other than termination is designed to explore, on a case-by-case basis, a performance or behavior problem and determine what needs to be done. Factors such as an employee's training, abilities, job requirements, and overall record as well as university guidelines, procedures, and policies should be considered when analyzing a performance problem.

In considering employee discipline, a university supervisor has the discretion in each instance to consider all options, including the following, or to determine that termination is appropriate:

a) *Oral Warning*: An oral warning is a private conversation between a supervisor and an employee aimed at correcting a performance or discipline problem. It is primarily a counseling session, and it generally occurs if informal conversations have failed to correct a problem. The goal is to make certain that the employee understands that his or her behavior or performance is creating a problem and to inform the employee of the need to improve and make the desired change(s).

b) *Written Warning*: A written warning usually begins with a conversation between the supervisor and employee about the need to correct a behavior or performance problem and is followed by a written memo or performance review that may summarize the conversation and/or the need to improve certain performance or behavior. A copy of the written warning is filed in the employee's personnel file, and the ongoing performance is monitored.

c) *Other Corrective Action Options*: Corrective action options other than termination include, but are not limited to, probation, suspension (with or without pay) and last-chance agreements.

2.6 Dispute Resolution Process

This policy is not intended to apply to complaints or problems related to racial, sexual, or other forms of discrimination or harassment prohibited by applicable law. Any concerns about discrimination or harassment should be reported immediately, following the steps outlined in the university's Antiharassment Policy in Section 2.2.2.

From time to time, employees may have disagreements not easily resolved among them. These disagreements may involve peers or an employee and a supervisor. It is our responsibility as Christians to make every effort to settle any conflicts or complaints according to the principles established in God's Word, the Bible. Using Matthew 18:15–20, and 1 Corinthians 6:1–8 as our guide, we are to live at peace and to resolve disputes with one another in private or within our Christian institution. Therefore, any claim or dispute arising from or related to employment at George Fox is to be settled by biblically based mediation and, if necessary, legally binding arbitration. Judgment upon an arbitration decision may be entered in any court otherwise having jurisdiction.

These methods (described below) shall be the sole remedy for any controversy or claim arising out of employment disputes and, to the extent permitted by applicable law,

employees waive their rights to file a lawsuit in any civil court against one another or the university for such disputes, except to enforce an arbitration decision.

Specifically, grievances should be handled according to the following procedures:

Step 1. Generally, the employee with the concern should go to the person with whom he or she has a disagreement and try to resolve the issue by discussing it with that person.

Step 2. If Step 1 fails to resolve the concern, or if the employee doesn't use Step 1, the employee may submit to his or her supervisor a detailed, written statement explaining the concern, a summary of his or her attempt to resolve it with the other person(s), the reason he or she believes no resolution has been reached, and a recommended remedy. This statement should be as concise and specific as possible. After reviewing the statement, the supervisor may:

- a) Meet with the employee for further clarification of the concern.
- b) Meet with the other person(s) to better understand his or her perspective regarding the concern.
- c) Meet with both parties together to discuss the issue and offer a resolution.
- d) Do all or some of the above.

Following any meeting(s), the supervisor should prepare a written response summarizing the situation and presenting any conclusion(s), agreement(s), or recommendation(s) regarding a satisfactory resolution. This response should be given to all parties involved in the grievance within five working days of the meeting unless more time is needed.

Step 3. If the employee is not satisfied with Step 2, he or she may submit to the second-level manager a written, detailed statement explaining the concern, a summary of his or her attempts to resolve it in Steps 1 and 2, the reason he or she believes no resolution has been reached, and a recommended remedy. A copy of the supervisor's written response should also be given to the second-level manager to review. After reviewing the supervisor's response, the second-level manager may take all or some of the steps outlined above in Step 2(a) through (d) and should also prepare a written response as described in Step 2.

Step 4. If the employee is not satisfied after the completion of Steps 2 and 3, he or she may submit to the appropriate vice president or provost a written, detailed statement explaining the concern; a summary of his or her attempts to resolve it in Steps 1, 2, and 3; the reason he or she believes any proposed resolutions are not satisfactory; and a recommended remedy. A copy of the supervisor's and the second-level manager's written responses shall also be given to the vice president or provost to review. After reviewing all of these materials, the vice president or provost may take all or some of the steps outlined above in Step 2 (a) through (d).

Following any meetings, the vice president or provost prepares a written response as described in Step 2. This is given to all parties involved in the grievance as well as to the supervisor and manager involved in Steps 2 and 3.

Generally, this is the final level of appeal in the internal process, although a final written appeal may be made to the president.

If the grievance is with the supervisor, skip Step 2; if with the second-level manager, skip Steps 2 and 3. If the issue is with an employee's vice president or provost, Step 1 should be followed, and if the issue is not resolved, the employee may seek review by the president.

The director of human resources may be contacted for coaching at any point during this grievance resolution process; however, the employee is required to follow the steps in the process in the order in which they are given.

If these steps fail to resolve a grievance or dispute, the employee is expected to enter into mediation or legally binding arbitration in accordance with the Rules of Procedure for Christian Conciliation of the Institute for Christian Conciliation.

2.7 Electronic Communications, Technology, and Data Security

2.7.1 Electronic Equipment

All computers and electronic telephone media are university property and should be used only for business purposes or appropriate personal use outside work hours and at the convenience of the university. These include, but are not limited to, computers, fax machines, telex machines, modems, telephones, removable data storage media, e-mail, and voicemail. The university reserves the right to terminate personal usage of any or all of these at its sole discretion. Any private usage during business hours, or inappropriate use at any time, is against university policy and may subject employees to discipline up to and including termination.

2.7.2 E-mail

E-mail is not private and confidential. The university reserves the right to monitor e-mail transmissions as needed to determine if e-mail is being used other than for legitimate business or appropriate personal purposes and to protect the university against fraud, copyright infringement, sabotage, or other business policy violations. The university may also record and disclose to others any employee's electronic communications at any time, with or without notice. The employee has no personal privacy in anything created, received, or sent through the e-mail system.

All electronic communication, whether sent within the university or to persons outside the university, should be courteous and professional in all respects and should not contain any statements that would embarrass the university or any of its employees or students or that may violate the university's antiharassment policies.

The university's antiharassment policy is applicable to electronic communication, and the university prohibits the transmittal of messages that may constitute intimidating, hostile, or offensive material on the basis of sex, race, color, religion, national origin, sexual orientation, disability, or any other status to the extent protected under applicable federal, state, or local law.

Employees should exercise extreme caution before sending anything through the e-mail system because e-mail messages are not private and can be intercepted by other parties. Furthermore, merely deleting an e-mail message does not purge the message from the system. E-mail messages can be monitored and recorded at all times, as well as

resurrected from the system even after the message has been deleted.

In making personal use of the electronic communications systems, employees should exercise a rule of reason and utilize electronic communications systems consistently within the university's mission. Employees are prohibited from widely posting personal messages. As in all electronic communication, personal messages should be courteous and formally written and should not contain any statements that may be construed as intimidating, hostile, offensive, or otherwise inappropriate.

2.7.3 Personal E-mail and Telephone Usage

Most employees have access to a computer with word processing and other software applications, as well as e-mail and Internet access. The university allows employees to use these tools for their personal purposes as long as they are used outside of work time. Documents, when printed, are subject to the fees as outlined in Section 5.5.

Employees may use their work telephones to make and receive occasional, brief, necessary, local personal telephone calls. They should be made/received during an employee's break or meal period whenever possible. Voicemail, like e-mail, is not confidential. Employees are not allowed to make personal long-distance calls from university telephones using their long-distance dialing codes. Personal long-distance calls should be made using a phone card or from a personal cell phone. Employees are prohibited from giving the university's toll-free number to friends or family members for use in calling the employee at work. All incoming calls on the university's toll-free line create an expense for the university. The use of this line is restricted to students, prospective students, and others with a business purpose.

If a supervisor determines the personal use of any of these electronic communication, telecommunication, or other university tools or equipment is excessive or interferes with an employee's work time, he or she may restrict or deny communications and activities as deemed appropriate. If it is determined that any of these have been used inappropriately, even for personal use, corrective action may be taken, up to and including termination.

2.7.4 Voicemail

Voicemail systems are university property and should be used only for legitimate business and appropriate personal purposes. Voicemail messages are not private and confidential. The university reserves the right to monitor all voicemail messages to ensure voicemail is being used only for legitimate business purposes as well as to protect the university against fraud, sabotage, or other business policy violations. The university may disclose voicemail messages to others at any time, with or without notice. Employees retain no personal privacy right to anything created, received, or sent to or from the voicemail system.

Voicemail messages should be professional and courteous and should not contain statements that would embarrass the university or any of its employees or students or that may violate the university's antiharassment policy. The university's antiharassment policy is fully applicable to voicemail messaging. The university expressly prohibits the transmittal of voicemail messages that may contain or constitute intimidating, hostile, or offensive material on the basis of sex, race, religion,

national origin, sexual orientation, disability, or any other status to the extent protected under applicable federal, state, or local law.

2.7.5 Cellular/Voice Data

Cellular phones and remote data services may be provided to employees who, by the nature of their positions, need to conduct University business via voice or email away from their office on a frequent basis. These employees are expected to know and adhere to the university's cellular/voice data policy, which can be found on the Financial Affairs website.

2.7.6 Internet

Employees may access the Internet from university-owned equipment only for legitimate business purposes during work hours. Employees are prohibited from using the Internet from university-owned computers for entertainment or other personal purposes during working hours. Employees are not allowed to download music, movies, etc. from Internet sites for personal use at any time. Downloading copyrighted material of any kind is prohibited, except for business or academic use within "fair use limits." Employees shall not post anything on the Internet from university-owned equipment without the express prior approval of university management.

The university keeps a log of Internet sites its employees visit. This log is monitored periodically, and employees who violate the policy may be subject to discipline up to and including termination.

2.7.7 Website

The university website can be found at www.georgefox.edu. Employees are welcome to visit our website. It is updated on an ongoing basis to provide more services and information to both internal and external visitors. Employees are prohibited from linking personal websites and/or personal or company e-mail addresses to the George Fox website without the express prior consent of university management.

2.7.8 Security/Software Licenses

Employees are prohibited from using passwords and codes, accessing files, or retrieving any stored communications other than those to which they have specifically authorized access. All computer passwords and codes and voicemail codes are the property of the university and must be provided to an employee's supervisor when requested.

Employees are not allowed to copy any university-owned software without the prior approval of Institutional Technology. This policy also prohibits copying software to install on other university-owned equipment or for an employee's personal use. Employees shall not load any programs or software onto university-owned equipment without the prior approval of Institutional Technology or university management. All purchases of computer-related hardware and software, excluding consumable items such as printer ribbons, blank disks, etc., must be approved by Institutional Technology. Any violation of the Electronic Communication and Technology Policy may subject employees to discipline, up to and including termination.

2.7.9 Information Security

The *Information Security Policy* is intended to help employees determine what information is allowed to be disclosed to non-employees, as well as the relative sensitivity of information that should not be disclosed outside of George Fox University without proper authorization. Such information includes, but is not limited to, information that is stored or shared via any means, including electronically, on paper, and information shared orally or visually (such as telephone and video conferencing).

All George Fox University information is categorized into one of two main classifications:

- *Public* or directory information
- Protected or regulated *confidential* information

Public information is accessible to the public and may be freely distributed without any possible liability to George Fox University or its community. General institutional and directory information is considered public. *Confidential* information includes all other information. There are varying levels of confidentiality of information, requiring some information to be protected in a more secure manner, including non-directory information protected by federal and state regulations (such as, but not limited to, FERPA, DMA, HIPAA, GLBA, TEACH act). If an employee is uncertain of the sensitivity of a particular piece of information or whether it is appropriate to provide it to an individual or organization, he or she should consult the supervisor.

Confidential information that is stored electronically should be stored only on university-provided devices and should not be stored on a personal computer off campus (e.g. home, office). Institutional electronic assets/information should be accessed via VPN or FoxFiles.

The following guidelines provide details on how to protect information at varying sensitivity levels and should be used as a reference only.

Minimal Sensitivity (Public):

- **Access:** George Fox University employees, students, third-party contractors with a business need to know.
- **Distribution within George Fox University:** Standard interoffice mail, approved electronic mail and electronic file transmission methods.
- **Distribution outside of George Fox University:** U.S. mail and other public or private carriers, approved electronic mail, and electronic file transmission methods.
- **Electronic distribution:** No restrictions except that it is sent to only approved recipients.
- **Storage:** Keep from view of unauthorized people; erase whiteboards, do not leave information in view on tabletops, counters windows or other surfaces. Machines should be operated with security in mind. Protect from loss; electronic information should have individual access controls where possible and appropriate.
- **Printing:** If using a network printer, retrieve the data immediately. Do not print to public printers unless the authorized person is waiting at the printer to receive the data.
- **Disposal/Destruction:** Shred or deposit outdated paper information in specially marked shred bins on George Fox University premises. Electronic data should be expunged/cleared. Reliably erase or physically destroy media.

- **Consequences for deliberate or inadvertent disclosure:** Corrective action up to and including termination and possible civil and/or criminal prosecution to the full extent of the law.

Maximum Sensitivity (Confidential): Non-directory information, including student Social Security numbers

- **Access:** George Fox University employees and non-employees with signed FERPA policy compliance agreement and with a legitimate educational interest.
- **Distribution within George Fox University:** Standard interoffice mail, approved electronic mail and secure electronic file transmission methods.
- **Electronic distribution:** Should be encrypted or sent via a private link to approved recipients outside of George Fox University premises using FoxFiles. Email is not considered secure. International issues regarding encryption are complex. It is important that sensitive information is secured in accordance with the university's *Acceptable Encryption Policy* available from IT.

Approved electronic mail includes all mail systems supported by the IT department, including Bruinmail and Foxmail. Email is not encrypted and should not be considered secure. Approved electronic file transmission methods include supported file transfer protocols (FTP internal) and secure file transfer protocol (SFTP external clients) and web browsers. Approved encrypted email and files or attachments includes the use of FoxFiles as the primary method for sharing files, or the use of PGP, an encryption software program.

- **Distribution outside of George Fox University:** Send via U.S. mail or approved private carriers.
- **Storage:** Individual access controls are highly recommended for electronic information. Individual access controls are methods of electronically protecting files from being accessed by people other than those specifically designated by the owner. Examples include putting a password on an individual file such as Word, Excel, etc.; storing the file on a secured server such as FoxFiles or Foxserve (both behind a firewall); and storing the file on an encrypted drive such as an external hard drive or thumb drive.

Password Protection: Information about the university's password policy and specific guidelines about setting/changing passwords can be found on the university's website at: http://www.georgefox.edu/offices/inst_technology/policy/pppfull.html. Employees are expected to refer to this information and adhere to these guidelines in the use of passwords on university equipment and in the safe keeping of university information.

Physical Security: To ensure physical security of the hardware that contains sensitive electronic information, the employee should have actual possession of a computer or other hardware (on his or her person) or have the device locked in an unusable state. Laptops, other portable computers and other devices should never be left unattended in a car, conference room, hotel room, on an airplane seat, etc. Arrangements should be made to lock the device in a hotel safe when traveling or it should be kept with the employee. In the office, a lockdown cable should always be used. When leaving the

office for the day, the laptop and any other sensitive material should be stored in a locked

PDA's, pocket PCs, and portable mass storage devices (thumb drives, MP3 players, etc.) are considered non-secure, so confidential institutional data should not be stored on these types of devices. Because these small devices are easily lost or stolen, they should only be used for temporary data transfer or as an encrypted file storage unit. Confidential Files should be removed from the device immediately after use or the contents should be encrypted. (See Section 2.7.10 PDA and Portable Mass Storage Policy for more information.)

- **Disposal/Destruction:** In specially marked shred bins on George Fox University premises; electronic data should be expunged/cleared. Media should be reliably erased or physically destroyed. Expunging requires the use of a separate program to overwrite data. The IT service desk should be contacted for assistance in this process.
- **Printing:** If using a network printer, retrieve the data immediately or have the authorized person available to receive and confirm printing. Do not print documents to public network printers or unattended printers once completed.

2.7.10 PDAs and Mass Storage Devices

Properly managing data is essential when using mass storage devices as they relate to university information assets. This policy applies to the use of all institutionally provided PDAs, Pocket PCs, communication devices, cell phones, mass storage devices such as thumb/jump drives, USB hard drives, iPods and data storage tools such as Secure Digital and Compact flash transferable memory cards. In addition, this policy applies to personally owned PDA/Mass Storage devices used to store George Fox institutional information.

Security Controls: Institutional data should not be stored on PDA's and mass storage devices other than for file or data transfer between approved University computers with the sole purpose of conducting institutional and educational activity.

- The PDA/Pocket PC/iTouch is not considered a secure computing device. It is recommended that only non-confidential information be stored on the device and the password protection feature enabled.

Thumb/jump drives should be password protected and encrypted. Password protected requires that a password be entered to access the device or if the device has been idle for a period of time. This prevents the unauthorized use of a lost or stolen device.

Passwords should follow strong password guidelines found at:

http://www.georgefox.edu/offices/inst_technology/policy/pppfull.html.

- Cell phones can contain confidential contact information and should be password protected. Cell phones should not have institutional passwords stored on them.
- USB Hard drives provide great convenience but also store large amount of data that can easily be stolen. External USB hard drives should be password protected and secured in a locked cabinet or drawer when not in use. In addition they should be secured at night if not in an individually locked office. If your computer needs

additional internal hard drive space, please contact the IT service desk.

- Use of university owned iPods, MP3 players and storage cards should follow best practices to prevent loss or theft while using the device for university business. Personal iPods, MP3 Players and storage cards should not be used for institutional activities.

University Support of PDA/Mass Storage Devices

PDAs must meet university hardware and software standards in order to receive support for the device. A list of currently supported hardware, operating systems and applications can be found on the university's IT website at:

http://www.georgefox.edu/offices/inst_technology/. GFU will provide technical assistance to faculty and staff on supported PDAs. Access to this support is available by contacting the IT Service Desk via email at: servicedesk@georgefox.edu or by calling 503-554-2569.

Failure to comply with this policy will be reviewed by the university and referred to the Chief Technology Officer. Consequences may include corrective action, up to and including termination.

2.8 Travel on University Business

The university fairly and equitably reimburses employees for necessary and reasonable travel expenses incurred on university business. Employees are responsible for complying with the university's travel policies and for being good stewards of the university's resources during travel, including making travel arrangements far enough in advance to obtain optimum pricing. Prior to making reservations or otherwise committing university funds, travel must be approved by a department head, dean, vice president or provost. Expenses incurred without preapproval may not be reimbursed.

A comprehensive travel guidelines document is available on the Financial Affairs website at: http://www.georgefox.edu/offices/fin_affairs/University%20Travel%20Policy_1-5-11A.doc. It is intended to facilitate standard travel practices and to assist employees in planning and documenting their expenses. It provides extensive, specific instructions and guidelines regarding various George Fox aspects of travel expenses, including guidelines to determine when it is more cost effective for the employee to rent a car rather than to use a personal vehicle. This document also is intended to ensure compliance with federal tax rules.

2.8.1 Use of University-Owned Vans

The university owns several vans that may be used for university business. Plant Services handles the arrangements for the use of these vans. The employee is required to keep track of the mileage driven, and the mileage is charged to the employee's department. See also **Section 7.3 Mandatory Passenger Van Driver Safety Training**.

2.8.2 Use of University-Issued Credit and Calling Cards

Employees whose jobs require a significant amount of travel outside the local area may be issued calling cards, credit cards, or both. The employee's supervisor requests such cards from the Office of Financial Affairs. These cards are obtained in the university's name and are to be used only for expenses directly related to university business and travel. They may not be used for personal expenditures or for personal cash advances.

2.9 Solicitation

In the interest of maintaining a proper and productive business environment and

preventing interference with work and inconvenience to others, employees or their dependents may not distribute literature or printed materials of any kind, sell merchandise, solicit financial contributions, or solicit for any other cause during work time. Solicitation is limited to break areas and during break periods of all involved (including morning and afternoon rest periods and lunch periods). Solicitation should be limited to making printed material available in one's own break area and answering the questions of interested employees during break periods. Employees are not allowed to pressure co-workers or students about purchasing products or services or making donations. Employees or their family members are not allowed to send printed solicitation materials through campus mail. Solicitations should not be made via e-mail or telephone or voice mail directly to any employee.

Nonemployees are not permitted to distribute literature or printed materials of any kind, sell merchandise, solicit financial contributions, solicit for any other cause, or conduct any activity on university property that is not specifically authorized or directly related to university business. Individually addressed personal or business correspondence from off campus must be mailed through the U.S. Postal Service.

Employees are not allowed to provide the campus or personal address information of other employees to third parties unless it is specifically authorized and directly related to university business. Violation of this policy in its entirety or in part may result in the loss of future solicitation privileges or corrective action, up to and including termination.

2.10 Postings on Campus Bulletin Boards

Posting of material on bulletin boards requires the approval of an authorized person within the building. The name of that person should be available on each bulletin board. Posters, notices, etc. are to be posted only on bulletin boards — not on windows, doors, or walls (internal or external). Anything misposted may be removed without notice.

Exceptions are private offices and rooms and the student government portion of the Student Union Building (SUB). Exceptions also are made for temporary signs and notices on building doors regarding class or meeting cancellations, or events postponed, rescheduled, or relocated. Fliers to be posted on tables or bulletin boards in student areas, such as Bruin Den, living areas, SUB, etc. must have the approval of the Associated Student Community (ASC).

2.11 Flyer Distribution

Announcements of upcoming university events can be distributed through the university's mail services if each flier includes the name of the originating department. A completed distribution form must accompany fliers, indicating to which populations of the campus community the flier is to be distributed. It is the originator's responsibility to ensure the correct number of fliers is available for distribution in boxes.

2.12 Public Statements on University Matters

For presenting the university's official position, only certain individuals — such as the president, provost, or a vice president — are authorized to speak on behalf of the

university. All callers seeking comments should be referred to the communications office. Other employees may not represent the university without permission from a

2.13 Media Inquiries

Employees contacted by the media to speak about their areas of expertise are encouraged to be as helpful as possible. The director of public information should be informed of the contact so he or she can be aware of all media coverage regarding the university.

2.14 Use of University Letterhead

The use of university letterhead stationery should be limited to university business. It is inappropriate to use university letterhead to express personal opinions or for such things as personal references (i.e., for a person you know but who never attended or worked for the university), support of political causes, or personal business.

2.15 University Graphic and Editorial Representation

The communications office is responsible for ensuring the correct use and integrity of the logo, seal, and the mascot on all university publications, Web pages, supplies, materials, and equipment, whether produced by the university or an outside agency. Thus, all publications and materials intended for an external audience must be reviewed by the communications office for accuracy, editorial style, and graphic representation. The university's style guides are available on the Office of Marketing and Communications' home page, marcom.georgefox.edu. Call the director of communications for assistance.

2.16 Political Activities

The university is a tax-exempt organization under section 501(c)(3) of the Internal Revenue Code. As such, it is prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate for public office, including publishing or distributing of statements; and devoting any substantial part of our activities to the carrying on of propaganda, or otherwise attempting to influence legislation (except as otherwise provided by federal laws or regulations).

The university strictly prohibits any employee from engaging in any activity that would cause the university to violate any of these restrictions. These restrictions do not prohibit an employee's individual political activities (as opposed to political activities on behalf of the university). However, any individual political activities must be conducted entirely on the employee's own time and away from the workplace. University resources, including facilities, telephones, computers, e-mail, copiers, materials, time, or any other resource, may not be used in connection with individual political activities.

3.0 COMPENSATION

3.1 Job Classification and Compensation Policy for Administrators and Support Staff.....	29
3.1.1 Introduction.....	29
3.1.2 Pay Ranges.....	29
3.1.3 Salary Determinations and Adjustments.....	29
3.1.4 Job Descriptions and Job Evaluations.....	30
3.2 Administrative Contracts and Employment Statements.....	31
3.3 Getting Paid.....	31
3.3.1 Direct Deposit.....	31
3.3.2 Reporting Hours Worked and Time Off.....	31
3.3.3 Overtime Pay.....	32
3.3.4 Pay for Holidays Worked.....	32
3.3.5 Pay While Traveling on George Fox Business.....	33
3.3.6 Pay Advances.....	33
3.4 Payroll Deductions.....	33
3.4.1 Income Taxes.....	33
3.4.2 FICA Taxes.....	33
3.4.3 Workers' Compensation.....	33
3.4.4 Voluntary Deductions/Reductions.....	33
3.4.5 Garnishments.....	33

3.0 COMPENSATION

3.1 Job Classification & Compensation Policy for Support Staff and Administrators

3.1.1. Introduction

The university's job classification and compensation system is designed to provide fair, consistent, and objective procedures for determining the pay of each regular administrative and support staff position. This will achieve internal equity, recognize external market factors, and enhance our ability to attract and retain qualified employees.

3.1.2. Pay Ranges

Each position is assigned to a pay range based on the position's duties and qualifications. These include education and experience required for the job; the level of supervision, responsibility, complexity, and decision-making; as well as the amount and type of external contacts and working conditions of the job. Positions are assigned to appropriate pay ranges based on these factors, which establishes internal equity. The dollar values assigned to the pay ranges reflect data from external, marketplace salary surveys. Each pay range has a minimum, maximum and mid-point of pay. Within a pay range, each employee's salary will generally be based on years of experience relevant to that position as well as performance. Except in rare and unusual instances, an employee's pay should not exceed the maximum of the pay range or fall below its minimum.

Information about pay ranges, their minimum, mid-point and maximum pay, and the positions assigned to each pay range is available to employees. However, information about individual salaries is confidential and each employee is expected to respect that confidentiality by not sharing his or her own salary or asking others about their pay. Questions about pay ranges, job descriptions or other pay-related matters should be directed to one's supervisor.

3.1.3. Salary Determinations and Adjustments

(a) Annual Salary Increases

Each year the President's Executive Leadership Team recommends whether or not pay ranges should be adjusted based on a number of factors, including recruitment and retention, market increases, the cost-of-living index, and the university's financial resources.

Each year the Board of Trustees of the university approves a total amount to allocate to salary increases for the upcoming fiscal year. Each vice president or provost is responsible to recommend individual raises, taking into consideration performance, years of experience in the job, and current position in the pay range. Recommendations are reviewed by the director of human resources and vice president for financial affairs to ensure consistency in salary administration.

(b) New Hires

Comparisons will be made to the salaries of current employees in the same pay range with similar levels of experience. Generally, each year of relevant experience, up to 10, will be recognized with additional pay of 1/10 of the difference between the minimum and the midpoint of the pay range. All new hire offers are reviewed by the director of human resources, the position's vice president or provost, and the vice president for financial affairs.

(c) Promotions

When an employee is promoted to position on a higher pay range as a result of the employee's responsibilities changing, the employee will receive a salary increase of 5% for each pay range advanced or to the minimum of the new pay range, whichever is greater, up to the maximum of the new pay range.

When an employee applies for and is selected to fill an open position, the employee's new salary will be determined as if he or she is a new hire as described in Section 3.1.3(c).

(d) Demotions

If an employee moves to a position on a lower range, either voluntarily or due to performance issues, he or she will receive a pay decrease of 5% per pay range to adjust his or her salary to the new pay range as long as the salary does not exceed the maximum of the range. If it exceeds the maximum of the new pay range, the employee's pay will be further reduced to the maximum.

In instances where a demotion is involuntary but is not performance related, the employee's salary shall remain unchanged. If it exceeds the maximum of the pay range, it shall remain "frozen" until the pay range catches up to the salary.

(e) Lateral Transfers

If an employee accepts another position within the university that is on the same pay range as his or her current position, no salary adjustment is made.

(f) Reclassifications

On occasion a job may be reclassified due to a significant change in the responsibilities assigned to the position unrelated to the incumbent's performance. This can result in a job being reclassified to either a lower pay range or a higher pay range. When the position is reclassified to a lower pay range, the incumbent's pay is unchanged as long as it does not exceed the maximum. When a position is reclassified at a higher level, the incumbent will receive a salary increase of 5% per pay range advanced or to the minimum of the new pay range, whichever is greater, up to the maximum.

All salary offers or changes must be authorized and signed by the supervisor(s) up to and including the position's vice president/provost, the director of human resources, and the vice president for financial affairs. Any change in salary or pay range should not be communicated to an employee until the approval process is complete.

3.1.4 Job Descriptions and Job Evaluations

Each supervisor should ensure that a job description exists for each position in the department and provide a copy to the Human Resources Office. Additionally, each employee should be provided a copy of his or her job description.

For new positions, the supervisor should also complete a job information questionnaire that is reviewed and approved by the higher level supervisor(s) up to and including the vice president or provost. The director of human resources uses the information in the job

information questionnaire to evaluate the job and make a recommendation as to which pay range it should be assigned. The position's vice president and the vice president for financial affairs approve the pay range assignment for any new position.

If an existing job has changed and the supervisor believes a re-evaluation is warranted, a new Job Information Questionnaire must be completed for the job, highlighting any additional qualifications or duties. It is then reviewed by all levels of supervision, up to and including the vice president or provost. If approved, it is submitted to the director of human resources for evaluation and a recommendation regarding its placement on a new pay range. If approved by the vice president/provost of the position and the vice president for financial affairs, a salary adjustment will occur according to the guidelines provided in the previous section.

3.2 Administrative Contracts and Employment Statements

Administrative staff contracts are generally issued in April, going into effect between July 1 and Aug. 15, depending on the position. Employment statements are generally issued to support staff in April showing the salary for the upcoming fiscal year. New salaries go into effect between July 1 and Aug. 15, depending on the position. Employment statements are for informational purposes only. They are not contracts, nor do they guarantee employment for a specific or minimum period of time.

3.3 Getting Paid

Employees are paid monthly on the last working day of the month. If a pay day falls on a weekend or holiday, employees are paid on the preceding workday.

3.3.1 Direct Deposit

Employees are normally paid by direct deposit of pay into checking and/or savings accounts. A signed direct deposit authorization and a voided check are required to set up or change an employee's direct deposit. On pay day, a direct deposit statement that shows the employee's gross pay, any deductions and/or reductions and the net pay amount(s) deposited is available on line for each employee.

3.3.2 Reporting Hours Worked and Time Off

Support Staff: Support staff are provided time sheets for the upcoming month. Each employee should record actual hours worked and/or actual time off on the time sheet each day. Each support staff member and his or her supervisor are required to sign the time sheet verifying its accuracy. Employees are not allowed to fill out any part of a time sheet for another employee. Time sheets should be submitted to the Human Resources Office the first week of the month following the end of the pay period.

If there are blank work days on a timesheet or days indicated as zero hours worked, it will be assumed the employee did not work those days and will be charged to vacation if available; otherwise, the employee's pay will be reduced the next pay day. If such an occurrence is later determined to be an error, the employee's supervisor must notify the Human Resources Office of the error in writing. Any pay deficit is corrected on the next regular pay day. If the employee and supervisor intend for those hours to be unpaid (usually due to extra hours already worked or to be worked in the future), it must be clearly noted on the timesheet by the supervisor.

Because time sheets are not received until early the following month, any overtime pay, reduced pay, or other pay adjustments are calculated and applied to the following month's pay. In the case of a payroll error that results in an underpayment to an employee, a pay adjustment may be issued before the next pay day.

Administrators: Since administrators are exempt from overtime pay, they are not required to record or keep track of their hours worked. However, a monthly Time-Off Report is provided to each administrator and is to be used to record any vacation, sick leave, or other time off taken in the month. Even if no time off was used, the administrator is required to complete a time off report. After it is signed by the employee and supervisor, it should be sent to the Human Resources Office the first week of the following month.

Temporary Employees: Temporary employees are nonexempt and must record the time started and stopped each day worked. The pay period for a temporary employee begins on the 16th day of the month and ends the 15th day of the following month, with pay day the last day of the month. Temporary employees' properly signed time sheets must be received in the Human Resources Office by the 18th of the month to allow time for processing.

3.3.3 Overtime Pay

Nonexempt employees are paid one-and-one-half times their normal rates of pay for any time worked over 40 hours in one work week. The work week for George Fox begins each Friday at 5:00:01 p.m. and ends the following Friday at 5:00:00 p.m. Holiday, vacation, or sick time taken during a week is not included as hours worked for the purpose of computing overtime.

Nonexempt employees are not allowed to work extra hours without advance supervisory approval. If extra time is worked on one or more days during a work week, the supervisor may have the employee take the same number of hours off later in that same work week to avoid overtime hours. The university recognizes that on certain occasions some departments may require overtime. On these occasions, employees are required to work assigned overtime.

3.3.4 Pay for Holidays Worked

If an administrator or support staff is required to work on a scheduled holiday, he/she will be granted a day off in lieu of the holiday as soon as possible and preferably within the same month on a day mutually agreeable to the employee and the supervisor. Any time off taken by a support-staff employee after working a holiday will be first considered time off in lieu of the holiday worked up to the number of hours worked. The support staff employee is paid for the hours worked on a holiday. If it is not possible for a support staff employee to take a day off in lieu of the worked holiday, he or she receives, in addition to the regular pay for the time worked, holiday pay for up to eight hours (which, combined, provides twice the regular rate of pay). Holiday pay is not considered in computing overtime hours worked that week, but hours the employee worked on the holiday are considered. Administrators will not receive extra pay for working on a holiday.

3.3.5 Pay While Traveling on George Fox Business

Support staff are paid for business travel time, whether it falls within or outside of regular work hours. On overnight trips, time spent in leisurely activities outside regular work hours is not considered work time. This includes time spent eating, relaxing, sightseeing, and sleeping. Support staff are paid for training or meeting time if the supervisor requires it, including when it is outside the normal workday and whether or not travel is involved.

3.3.6 Pay Advances

Pay advances are not allowed.

3.3.7 Pay for Services Provided Outside of Regular Job

Payment to employees for services provided outside of their regular job duties will be made through payroll; generally on the next regular pay day after the request for payment is received in Human Resources. Payments will be handled in this manner even if the work might otherwise meet the criteria for an independent contractor.

3.4 Payroll Deductions

3.4.1 Income Taxes

State and federal income taxes are deducted from employees' earnings each month based on the information on the W-4 form. An employee may change deductions at any time by submitting a revised W-4 to the Human Resources Office. The new deduction generally begins the first possible pay day after the form is received.

3.4.2 FICA Taxes

The Federal Insurance Contributions Act (FICA) provides for a federal system of old age, survivors, disability, and hospital insurance financed by the Social Security tax and the Medicare tax. It is funded by matching contributions by George Fox and each employee.

3.4.3 Workers' Compensation

A workers' compensation assessment is levied by the state on each employee's pay. This assessment is based on hours worked each month, with the cost split between the university and each employee.

3.4.4 Voluntary Deductions/Reductions

Deductions (after tax) are taken for voluntary donations such as to the university or Tilikum Retreat Center. Other deductions may include repayment of student loans and premiums for supplemental insurance (life, disability, cancer, long term care, etc.). Reductions (pretax) are taken for the employee's portion of medical premiums, dental premiums, flexible-spending accounts, and retirement plan contributions.

Voluntary deductions and reductions from an employee's pay are established only when the employee has completed and signed the appropriate form. Unless otherwise indicated, the deduction generally begins the first pay day after the form is received in the Human Resources Office.

3.4.5 Garnishments

The university is required to comply with court-ordered garnishments, which specify a dollar amount or percentage of an employee's pay to be withheld. The employee is

notified when a garnishment order is received. Generally, the garnishment is applied beginning with the pay day following its receipt. The university attempts to protect the employee's confidentiality regarding garnishments.

4.0 BENEFITS

4.1 Medical Insurance.....	35
4.1.1 Continuation of Medical Coverage.....	35
4.2 Life Insurance.....	36
4.3 Disability Assistance.	36
4.3.1 Short-Term Disability Salary Continuation.....	36
4.3.2 Long-Term Disability.....	37
4.3.2(a) Termination During Long-Term Disability.....	37
4.4 Optional Insurance	38
4.5 Paid Time Off	38
4.5.1 Vacation.....	38
4.5.1(a) Serve Trips.....	39
4.5.2 Sick Leave.....	39
4.5.2(a) Bereavement Leave.....	40
4.5.3 Holidays.....	41
4.5.3(a) Required Work on a Holiday.....	41
4.5.4 Jury Duty.....	41
4.5.5 Time Off Due to Storm Closure.....	41
4.5.6 Discretionary Time Off for Administrators.....	41
4.6 Other Time Off.....	42
4.6.1 Family and Medical Leave	42
4.6.2 Personal Leave.....	44
4.6.3 Military Leave	44
4.7 Retirement Plan	45
4.8 Tuition Remission.	45
4.8.1 Undergraduate Tuition Remission.....	46
4.8.2 Graduation Tuition Remission.....	48
4.8.2(a) Tier One.....	48
4.8.2(b) Tier Two.....	49
4.9 Tuition Exchange Program.....	49
4.10 Flexible Spending Accounts.	49
4.11 Workers' Compensation Insurance.....	50
4.12 Benefits Eligibility for Rehires.....	51

4.0 BENEFITS

4.1 Medical Insurance

Regular employees, .5FTE and above, are eligible to participate in the medical insurance or trust plan offered by the university. Eligibility for coverage begins on the first of the month following or coinciding with the employee's hire date and continues through the end of the calendar month in which employment terminates. Employees .75FTE and above and their eligible dependents are required to be covered through one of the university's medical plans unless they have medical coverage provided under another plan. Eligible dependent is defined in each plan's summary plan document.

The university pays a portion of the premium cost and employees pay the remaining portion through (pretax) payroll reductions. Premiums paid by the university for regular employees whose FTE is less than .75 FTE are prorated.

There is an annual open-enrollment period, during which employees are allowed to make changes in their insurance coverage without a change in status. Employees may drop coverage, add dependents, change plans, etc. generally only during open enrollment, with coverage becoming effective the following plan year. An exception to this restriction is a "change in status" as defined by the IRS. "Change in status" includes events such as birth or adoption of a child, marriage, a child's loss of dependent status, divorce, death of the employee or dependent, or a change in the employment status of the employee or spouse that affects benefits eligibility. An employee may change coverage within 31 calendar days of a "change in status" as long as the change is consistent with the "change in status."

Employees who have medical coverage under another plan may choose "cash in lieu" of medical insurance and receive a taxable cash benefit with their pay each month.

4.1.1 Continuation of Medical Coverage

Through the Consolidated Omnibus Budget Reconciliation Act (COBRA) of 1986 medical coverage, dental coverage, and, in some cases, flexible-spending accounts may be continued for up to 18 months following termination for an employee and covered dependents. Coverage may be continued for up to 36 months for dependents who lose coverage due to the employee's death, the employee's eligibility for Medicare, or divorce; or due to loss of dependent child status. This coverage requires the premium to be paid entirely by the terminated employee or dependent. An administrative fee of 2% of premiums is charged to COBRA participants.

Employees or dependents that become ineligible for group coverage are notified of their eligibility for COBRA. An employee or dependent has 60 days from the date of eligibility or the date of notification, whichever occurs later, in which to elect COBRA coverage. If coverage is elected, it must begin retroactively to the first day of eligibility with any back premiums due immediately. Employees who retire may be eligible for coverage through a Medicare supplement plan. See Section 6.3.2 Medicare Supplement HMO Plan.

4.2 Life Insurance

Beginning on the first of the month following or coinciding with one year of employment at .75 FTE or above, the university provides term life insurance for its regular employees, .75 FTE or above, to protect family members from economic hardship in the event of an employee's death. Employment credit for life insurance eligibility may be earned through previous benefits-eligible, full-time employment at any educational institution immediately prior to employment with George Fox.

At the time an employee becomes eligible for life-insurance coverage, he or she is required to provide beneficiary information, which is then kept in the employee's personnel file. It is an employee's responsibility to notify the Human Resources Office of any changes in beneficiaries by completing new forms with current information.

Upon termination of employment, life-insurance coverage under the university's group plan ceases. Employees may apply to convert to an individual policy at that time.

The university is required to withhold federal income tax from employees' pay on the premiums paid by the university for life-insurance coverage valued in excess of \$50,000.

4.3 Disability Assistance

4.3.1 Short-Term Disability Salary Continuation

Beginning on the first of the month following or coinciding with one year of employment at .75 FTE or above, regular employees, .75 FTE or above are eligible for salary continuation benefits to protect their income in the event of long-term illness or other disability during which they are not able to work. Employment credit for disability salary continuation eligibility may be earned through previous benefits-eligible, full-time employment at any educational institution immediately prior to employment with George Fox.

The university provides assistance directly to an eligible employee during the first six months of a qualifying disability. After earned sick leave and vacation are exhausted, the university continues 60 percent of the employee's monthly salary (up to a maximum of \$6,000 per month less any other applicable income) until the "elimination period" for long-term-disability coverage is satisfied (180 days) or until the employee returns to work, whichever occurs first. An employee must have an illness or injury of greater than five consecutive days in length and must provide doctor's certification to the Human Resources Office to receive salary continuation. If no vacation or sick leave is available, short-term disability pay begins on the sixth work day of the disability. If an employee has a recurrence of a previous illness after having returned to work, the five day wait period must be satisfied again and doctor's certification is also required again before salary continuation begins. If the illness recurs within a month of the original disability, the five-day waiting period will be waived.

The university will continue to pay its share of the employee's medical and/or dental premiums that it was paying at the onset of total disability for up to six months. After six months, the employee has the option of continuing coverage through COBRA at his or her own expense.

4.3.2 Long-Term Disability Insurance

Beginning on the first of the month following or coinciding with one year of employment at .75 FTE or above, the university provides insurance for its regular employees, .75 FTE or above to protect their income in the event of long-term illness or other disability during which they are not able to work. Employment credit for disability insurance eligibility may be earned through previous benefits-eligible, full-time employment at any educational institution immediately prior to employment with George Fox.

Following a 180-day “elimination period” during which time an employee is continuously fully or partially disabled, the carrier pays 60 percent of an employee’s monthly base salary (up to a maximum of \$6,000 per month less any other applicable income) for the duration of the disability up to age 65. Application for these benefits must be made to the insurance company. The Human Resources Office has application forms available and can assist with this process.

While an employee is receiving long-term disability benefits, the insurance company pays the employee’s and the university’s portions of the retirement-plan contributions. The amount of the disability benefit may be increased by up to 3 percent per year to allow for cost-of-living increases.

An employee that is totally disabled and applies for long-term disability benefits is also considered for waiver of premium for life insurance. If the waiver of premium is approved, life insurance coverage will continue during disability at no cost.

Eligibility for short or long term disability coverage ceases at the end of the calendar month in which an employee terminates. There is no conversion option available for disability insurance.

4.3.2 (a) Termination During Long Term Disability

If the nature of an employee’s disability indicates little likelihood of the employee being able to return to work within one year, his or her employment with the university may be terminated at the onset of long term disability coverage. Otherwise, the employee may be placed on a personal leave of absence for up to six months after which time another assessment will be made regarding the employee’s likelihood of being able to return to work within six months. If so, the personal leave of absence will continue; if not, termination will occur. A physician’s assessment should generally be used to make these determinations.

An employee’s job generally will not be held open during his or her period of long term disability. If/when an employee is able to return to work and long-term disability ends, the employee may apply for open positions and will be considered along with other applicants.

If the employee is not able to obtain a position and return to active status within three months from the end of the long term disability period, employment with the university will be terminated retroactively to the first day of long term disability.

4.4 Optional Insurance

Regular employees are eligible to purchase one or more optional insurance products at their own expense. These offerings generally include life, dental, cancer, accident, intensive care, and long term care insurance.

4.5 Paid Time Off

4.5.1 Vacation

The university provides paid vacation to regular support staff and administrators¹ that are .5FTE and above.

Full-time administrators¹ earn 15 days of vacation their first year of employment and an additional day each successive year up to a maximum of 20 days per year. Senior administrators earn 20 days of vacation per year, beginning with their first year of employment.

Full-time support staff earn 10 days of vacation their first year of employment and an additional day each successive year up to a maximum of 20 days per year.

Regular employees who work fewer than 2,080 hours earn vacation according to the preceding schedule on a prorated basis.

Vacation accrual begins with the first month of employment; however, new employees are required to complete six months of employment before using vacation. If an employee terminates employment with George Fox within six months of hire, any vacation is forfeited. Thereafter, any accrued but unused vacation is paid to the terminating employee with his or her final pay. A terminating employee must work the full month in which he or she terminates in order to earn vacation for that month. Vacation may not be used to extend an employee's period of employment.

Generally, a maximum of one year's vacation accrual may be carried over into the next year. Any excess accrued, unused vacation is forfeited.

Employees may not use vacation that has not yet been earned. If time off that exceeds an employee's earned vacation balance is approved, the employee may be required to take the extra time off without pay. Conversely, employees are generally required to use any earned vacation for time off unless the absence is due to illness. Time off without pay may not be used in lieu of using earned vacation unless approved by the supervisor and noted accordingly on the employee's time sheet or time off report. Time off without pay in lieu of vacation is generally approved when a part-time employee has worked or anticipates working extra hours. Vacation may be used either in full-day or hourly

¹*Certain administrator positions on less than 12-month contracts do not accrue vacation. Positions such as area coordinator, dean of student services,, nurse practitioner, nurse, and dean of learning support services have responsibilities tied directly to the academic year (and students' presence on campus) and generally do not work during Christmas or spring break.*

increments² and must be approved in advance by the supervisor. Department needs, workload, and other employees' vacation requests are taken into consideration when approving vacation requests.

If an employee becomes ill while on vacation, the time off is generally still charged to vacation. Sick leave should not be used unless the employee's or a qualified family member's condition qualifies for leave under the Family and Medical Leave Act or Oregon Family Leave Act. (See Section 4.6 Other Time Off.)

If a paid holiday falls within an employee's vacation, that day is paid to the employee as a holiday and is not charged against the employee's vacation balance.

Vacation hours paid during any work week are paid at the straight time rate, and such hours are not considered in computing overtime hours worked in that work week.

4.5.1(a) Serve Trips

The university encourages employee participation in the annual winter and spring serve trips with students. These are volunteer opportunities for employees to minister to our students as well as to a community outside of the university. The frequency of participating in a serve trip is generally limited to once every two years.

Administrators and support staff selected by the Office of Student Life staff to participate in serve trips are granted additional vacation for the sole purpose of participating in a serve trip. They must have the approval of their supervisors, up to and including their vice president or provost.

Any time spent preparing for a serve trip is a voluntary activity outside the realm of the employee's regular work duties, and as such should not be considered work time. The employee's supervisor may approve flexible hours to attend meetings, etc., but any time spent during the regular workday to work on a serve trip should be recorded as vacation, time taken without pay, or made up within the work week.

4.5.2 Sick Leave

Regular support staff and most administrators¹ (see footnote on page 38) .5FTE and above earn one day per month of sick leave beginning with their first full month of employment, up to a maximum of 90 days (720 hours) for full time employees. Employees who work fewer than 2,080 hours accrue sick leave on a prorated basis, and the maximum accrual is also prorated accordingly. Employees are eligible to use sick leave after three months of service.

Full-time faculty and certain administrators¹ (see footnote on page 38) are provided up to four weeks of sick leave each academic year. It is prorated for those whose contracts are

²*An administrator's salary is not reduced for absences of less than a full day if the administrator has no available accrued vacation or sick leave unless the administrator is on Family and Medical Leave Act (FMLA) leave.*

less than full time. Their unused sick leave does not carry forward into the next academic year.

Sick leave may be used for one's own illness or for the illness of a dependent child, spouse, parent, or parent-in-law who requires care or as otherwise required by law. It may also be used for doctor or dentist appointments for the employee or a dependent child or to accompany a spouse, parent, or parent-in-law to a doctor appointment if the person's medical condition makes assistance necessary. Sick leave may also be used under the federal Family Medical Leave Act (FMLA), the Oregon Family Leave Act (OFLA), or both to care for a family member listed above or an adult child if a serious health condition exists. (More information about FMLA/ OFLA leave is provided in Section 4.6, Other Time Off.) Sick leave may be used either in full-day increments or in hourly increments (see footnote on page 39). Sick leave used for routine, scheduled doctor or dentist appointments or foreseeable medical procedures should be arranged in advance with the employee's supervisor.

If an employee is sick for five consecutive days, is hospitalized, or has surgery, a doctor's release to return to work may be required. If this necessitates an extra doctor visit, the university pays the employee's out-of-pocket expense, usually a copay.

An employee is required to notify the supervisor no later than the beginning of the working shift that he or she (or a family member) is ill. If the supervisor is not available, the next level manager should be notified unless the supervisor has designated someone else to be notified. Generally, the supervisor must be contacted each day the employee uses sick leave unless the duration is known in advance.

If an employee is absent without notifying the university for three consecutive days, it may be assumed the employee has resigned, and he or she may be removed from the payroll except when the duration of an absence is known in advance.

Sick hours paid during any work week are paid at the straight-time rate, and such hours are not considered in computing overtime hours worked in that work week.

If a paid holiday falls within an employee's sick leave, that day is paid to the employee as a holiday and is not charged against the employee's sick leave balance.

Employees may not use sick leave that is not yet earned. If time off due to illness or any other qualified reason exceeds an employee's earned sick leave balance, the employee's earned vacation will be used. Conversely, employees are required to use any earned sick leave for time off due to a qualifying reason before taking time off without pay. If a regular employee with at least .75FTE and one year of service (also at .75FTE or above) has an illness or other disability that results in extended absence from work, he or she may be eligible for the university's short-term disability salary continuation after the exhaustion of any earned sick leave and vacation. (See Section 4.3 Disability Assistance for further information.)

4.5.2(a) Bereavement Leave

Up to five days of sick leave may be taken upon the death of an immediate family

member. Immediate family is limited to spouse, child, parent, parent-in-law, stepparent, son-in-law, daughter-in-law, stepchild, sibling, stepsibling, sibling-in-law, grandparent and grandchild.

4.5.3 Holidays

The university provides 12 paid holidays each year. The 12 paid holidays generally include:

- New Year's Day
- Martin Luther King Jr. Day
- Spring holiday (late March; often used as a floater to add to Christmas or New Year's holiday time off)
- Good Friday
- Memorial Day
- Independence Day
- Mid-semester break (mid-October)
- Thanksgiving Day
- Day after Thanksgiving
- Christmas (three days)

Generally, if a holiday falls on a Saturday or Sunday, the Friday preceding or Monday following the holiday is observed as a paid holiday for university employees. Employees who work fewer than 40 hours per week receive holiday pay on a prorated basis.

To be eligible for holiday pay, an employee must be at work the day preceding the holiday and the day after the holiday or be on approved vacation or sick leave. Employees who are on unpaid leaves or whose regular annual work schedules do not include the week in which a holiday falls are not eligible for holiday pay.

If an employee's weekly work schedule is such that he or she is not scheduled to work on a holiday, the employee is given a different day off with holiday pay. Generally, this should be scheduled adjacent to the actual holiday or weekend for the employee's benefit.

4.5.3(a) Required Work on a Holiday: See Section 3.3.4 Pay for Holidays Worked.

4.5.4 Jury Duty

Regular employees are granted paid time off for jury duty leave if they turn in any jury pay received from the court excluding mileage pay. Any time during a day when an employee is not required to actively serve, even if within the designated jury duty time frame, the employee is expected to be present at work. Support staff and administrators should designate days served on jury duty on their time sheets or time off reports.

4.5.5 Time Off Due to Storm Closure See Section 7.1 Emergency Closures.

4.5.6 Discretionary Time Off for Administrators While it is recognized that administrators are expected to work the necessary hours, commonly in excess of 40 hours per week, to accomplish the work of their positions, the university also recognizes that unusual circumstances may require an administrator to work hours beyond what is

considered normal over an extended period of time. In these cases, a vice president or provost may approve time off beyond vacation for an administrator. These instances should be rare and should be related to a specific project or event that required the unusually excessive work hours.

4.6 Other Time Off

4.6.1 Family and Medical Leave

University employees are covered under the federal Family and Medical Leave Act (FMLA) and the Oregon Family Leave Act (OFLA) if they meet certain employment conditions. Employees who have worked for the institution for at least 12 months and who have worked at least 1,250 hours during the prior 12 months are eligible to take up to 12 weeks of leave per year for any of a number of specific reasons under FMLA. Employees are covered under OFLA if they have been employed for at least 180 calendar days preceding the date leave begins and, except for parental leave, if they have worked an average of at least 25 hours per week during that period.

The university uses a “rolling backward year” to track each employee’s leave. A “rolling backward year” is applied by measuring backward from the date the employee begins taking family leave.

Following is a list of reasons FMLA or OFLA leave may be granted:

- Birth of a child of the employee
- Placement of a child into the employee’s family by adoption or by a foster care arrangement
- The serious health condition of the employee’s spouse, child, parent, parent-in-law, one standing in loco parentis, grandparent, grandchild, or others as provided by the law;
- The care of one’s dependent child with a nonserious health condition requiring home care
- An employee’s own serious health condition, including pregnancy related conditions, which renders the employee unable to perform the functions of the employee’s position
- To provide care for a relative in the U.S. military who suffered injury or illness while on active duty and is unable to perform the duties of his/her rank or office (up to 26 weeks).
- Active duty leave to an immediate family member of a soldier, reservist or member of the National Guard who has a “qualifying exigency”, including an overseas assignment, call to active duty, and troop mobilization.

Under OFLA, a pregnant employee is entitled to up to 12 weeks of leave for pregnancy-related disabilities, including recovery from childbirth, as well as 12 additional weeks for any family-leave purposes listed above. Also under OFLA, an employee who uses leave to care for a newborn, newly adopted child, or newly placed foster child is also entitled to an additional 12 weeks of leave to take care of a child with a nonserious health condition.

Leave may be taken intermittently or on a reduced-hours basis if necessary. If intermittent or reduced-hours leave is required, the university may, with the employee’s

consent, temporarily transfer the employee to another job with equivalent pay and benefits that better accommodates that type of leave.

The term “serious health condition” includes:

- An illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential care facility or constant or continuing care by a health care provider
- Permanent or long-term incapacity due to a condition for which treatment may not be effective, such as Alzheimer’s disease, a severe stroke, or terminal stages of a disease
- A period of incapacity for more than three consecutive calendar days that also involves treatments by a health-care provider
- Absences for pregnancy-related disability
- Absences for prenatal care
- Absences for chronic conditions
- Multiple treatments for conditions that if not treated would likely result in incapacity of more than three days

During a family or medical leave, the university continues to pay its portion of the health insurance premium, and the employee must continue to pay his or her share of the premium. Failure of the employee to pay his or her share of the health insurance premium could result in loss of coverage. If an employee is receiving “cash in lieu” of medical coverage, it does not continue during a leave after vacation and sick leave are exhausted.

Generally, employees are required to use any earned sick leave and vacation during family or medical leave and may choose whether to use accrued sick leave or vacation first. After vacation and sick leave are exhausted, the duration of an employee’s leave is unpaid unless it is for the employee’s own illness or disability and the employee is eligible for disability pay (see Section 4.3 Disability Insurance) or workers’ compensation. After the exhaustion of sick leave and vacation, an employee does not continue to earn service credit, vacation, or sick leave for the duration of the leave. Employment benefits accrued by the employee before the leave began are not lost.

An employee who returns to work from a family leave within the applicable maximum family leave period or on the business day following expiration of the family leave generally is entitled to return to his or her job or an equivalent position without loss of benefits or pay.

Applications for foreseeable family or medical leaves must be submitted in writing at least 30 days before the leave is to start or as soon as possible thereafter if 30 days’ notice is not possible. Appropriate forms must be submitted both to initiate leave and to return to work. Employees requesting family or medical leave due to a serious health condition (either their own or a family member’s) must provide the university with the appropriate medical certification within 15 days of the start of the leave.. Family and Medical Leave Request, Medical Certification, and Return to Work forms are available from the Human Resource Office.

During a family or medical leave, the employee should maintain regular contact with the supervisor consistent with the nature of the leave to update his or her status. Before returning to work from a medical leave of five days or more for an employee's own illness, the employee must provide a doctor's release to return to work. If obtaining the doctor's release incurs extra expense for the employee (usually a copay), the university reimburses the employee for the out-of-pocket costs of the doctor's visit. An employee is required to cooperate by following these procedures and by providing the necessary forms. Failure to do so may jeopardize the approval of an employee's leave.

4.6.2 Personal Leave

On occasion, an employee may not be eligible for OFLA or FMLA, or may desire or need time off beyond earned vacation or sick leave for a reason that does not fall under the FMLA or OFLA categories. If more than three weeks of unpaid time off is requested, an employee should request a personal leave.

If the leave is requested due to the employee's own medical condition and if other eligibility requirements are met for short-term disability salary continuation, the employee will receive short-term disability pay outlined in Section 4.3.1. Personal leave for reasons other than medical conditions is unpaid.

Only full-time employees who have completed at least one year of service are eligible to apply for a personal leave. To apply for a personal leave, the employee should make a request in writing to his or her supervisor(s), up to and including the vice president or provost, and the director of human resources. All personal leave requests are considered and either granted or denied by the university at its sole discretion. The employee's supervisor(s), up to and including the vice president or provost, and the director of human resources jointly make the decision whether to grant a personal leave of absence. A personal leave must be approved in advance under the same considerations as vacation.

An employee must use all of his or her vacation (and sick leave if for a medical condition) before beginning a personal leave. During a personal leave, an employee does not accrue or receive employment benefits including vacation, sick leave, retirement plan contributions, service credit, etc. Benefits accrued by the employee before the beginning of a leave of absence are not lost. Except in the case of an employee receiving short-term disability pay, the employee is responsible for the entire cost of health-insurance premiums during a personal leave. For up to three months, the coverage continues as if the employee is in active status as long as the employee makes the entire premium payment each month; thereafter, the employee's coverage may be continued through COBRA on the same basis as if employment had been terminated. (See Section 6 Terminations for more information about COBRA benefits.)

4.6.3 Military Leave

Except as required by law, military leave is unpaid and is granted to employees who have obligations to the National Guard or who are in the Reserves. The university requires those employees to supply the university with documentation of their duties and commitments as early as possible in advance of the service obligation.

During a military leave, an employee does not accrue or receive employment benefits including vacation, sick leave, retirement-plan contributions, service credit, etc. Employment benefits accrued before the military leave begins are not lost. Assuming the military provides medical coverage for the employee and any spouse or dependents during active duty, the university suspends coverage of the employee's medical insurance until he or she returns from leave.

Upon return from military leave, an employee may be entitled to re-employment according to the Uniformed Services Employment and Re-employment Rights Act of 1994 (USERRA).

4.7 Retirement Plan

The university offers a 403(b) tax-deferred retirement plan, also referred to as a Retirement Annuity (RA), to all regular employees, .5 FTE and above, after one year of employment. The one-year employment requirement is satisfied by one year of full-time, benefits-eligible employment at any educational institution immediately prior to employment with George Fox. Once an employee begins participation, it is irrevocable and therefore becomes required. Participation is required of all employees between the ages of 30 and 62 after three years of employment. George Fox contributes 6 percent of employees' base salaries, and employees contribute an additional 3 percent of their base salaries (pretax). This program is administered through retirement contracts with TIAA-CREF, providing a variety of accounts from which employees may choose to invest their contributions.

Also available to regular, benefits-eligible employees, .5FTE and above, is the option of opening a Group Supplemental Retirement Annuity (GSRA), also referred to as a Tax Deferred Annuity (TDA), with TIAA-CREF through (pretax) payroll reductions using only the employee's contributions. There is no age or length of service requirement for this plan. The amounts contributed to a GSRA may be changed as often as an employee chooses. Total pretax contributions to the RA and GSRA are subject to IRS maximum exclusion allowances. Employees may make additional after-tax contributions.

Upon retirement, an employee may choose from a variety of annuity and cash options to receive a retirement income. Information about these options is available from TIAA-CREF.

4.8 Tuition Remission

The primary purpose of the university's tuition remission benefit is to assist regular, eligible employees in meeting the educational costs of college for themselves or their immediate family members. Generally, employees working at Tilikum are not eligible for the tuition remission benefit. Primary consideration is given to obtaining a bachelor's degree, although a more limited benefit is available for graduate programs as well. The tuition remission benefit is also intended to provide the opportunity for employees to take occasional classes for self-enrichment on a space-available basis. Educational costs covered by tuition remission include only regular tuition and audit fees. Room and board, books, and other fees are not included as part of the benefit.

Requests for tuition remission should be submitted to the Human Resources Office by the first business day in February of the preceding year. For graduate tuition remission only, if acceptance into a graduate program is not possible by this date, this deadline may be waived until acceptance has been granted.

4.8.1 Undergraduate Tuition Remission

Undergraduate tuition remission for a spouse or unmarried dependent child³ who will be less than age 24 at the end of any calendar year in which tuition remission is requested is limited to a maximum of 140 credit hours attempted, whether completed or not, or one undergraduate degree, whichever comes first. If a spouse or dependent child already has an undergraduate degree or has completed 140 semester hours, he or she is not eligible to receive undergraduate tuition remission. The credits, degree, or both include those attempted or earned at George Fox, at other accredited institutions, or both. "Attempted" includes failed and withdrawn credits. The limitation of 140 credit hours or earning one undergraduate degree does not apply to employees. To remain eligible for tuition remission, students must maintain satisfactory academic progress as defined by the institution for the particular programs in which they are enrolled. If a dependent marries during a semester or if an employee becomes legally separated or divorced during a semester, any tuition remission already granted will continue through the end of that semester.

Undergraduate tuition remission covers regular, traditional undergraduate courses for which the regular undergraduate tuition rate applies. These include undergraduate courses taken during fall and spring semesters, Juniors Abroad, and non-GFU off-campus studies. However, courses taken during May Term or the summer (including special study) are not eligible for tuition remission.

Eligibility begins with the semester (or class in the case of a cohort program) following or coinciding with an employee's hire date. The hire date must be on or before the first day of classes to be eligible for TR that semester. Multiple family members can use the benefit simultaneously without a reduction in benefits. Regular employees, .75 FTE and above, their spouses, and their unmarried dependent children are eligible for tuition remission according to the following schedule for fall and spring semesters regardless of the number of credit hours taken:

- *During the first year of employment: 25 percent discount*
- *During the second year of employment 50 percent discount*
- *During the third year of employment: 75 percent discount*
- *After three years of employment: 100 percent discount*

³*A dependent child is the employee's legal child by birth or adoption that is eligible and will be claimed as a U.S. income-tax exemption for the year(s) in which tuition remission is being requested. In the case of a child of a divorced employee, the child is considered a dependent if eligible and claimed as an income-tax exemption by either parent. In the case of a stepchild of an employee, the stepchild must be a dependent of the employee and/or the employee's spouse and must reside primarily with the employee and his or her spouse.*

Eligibility for undergraduate tuition remission requires at least regular, half-time employment and is prorated for employees who work less than .75 FTE. For employees with at least .5FTE, after three years of employment the prorated tuition remission discount is based on the employee's four years of highest FTE as long as it is not more than the employee's current FTE. If an employee changes FTE status during an academic semester, (after the first day of classes) the allowable tuition discount changes at the beginning of the following academic semester. Employment credit for tuition remission may be earned through benefits-eligible, full-time employment at any educational institution immediately prior to employment with George Fox.

If an employee is taking classes during work hours, the supervisor must sign the Request for Tuition Remission form. Additionally, if an employee enrolls for more than 4 credit hours per semester during regular working hours, or is enrolled in an Adult Degree Program (ADP) or an Elementary Education Degree Completion program (El Ed), the employee's supervisor(s) up to and including the vice president or provost, must give approval. Time spent in class during regular work hours must be made up within the same work week.

The total of all institutional financial aid awards, when combined with tuition remission, cannot exceed 100 percent of tuition. Dependents may be required to complete a Free Application for Student Federal Aid (FASFA) each year. Any external aid that is restricted to tuition only will be used to reduce the university's tuition remission amount.

Scholarships or grants not funded by the university (such as Pell grants or state grants) may be applied to the cost of room and board. Such awards that cumulatively exceed the cost of room and board are used to subsidize tuition remission. Student Financial Services sets amounts allowed for room and board annually. Failure to apply and to report all aid to Student Financial Services jeopardizes tuition remission.

Undergraduate tuition remission applies to ADP and El Ed Degree completion programs as well as to PREP classes taken to qualify for ADP as follows:

- Tuition remission is limited to two students per cohort and is awarded only if the cohort is approved.
- Tuition remission is available for a PREP class if the class is approved.
- Requests for tuition remission are considered and awarded on a first-come, first-served basis. Tuition remission requests are not accepted by the Human Resources Office until the employee's supervisors and an admissions counselor have received all of the required program application materials and have signed the tuition remission request form indicating the individual has been accepted into the program.
- For purposes of tuition remission, ADP is 8.75 credits per semester.

Tuition remission also applies to unmarried dependent children under the age of 24 of full-time employees who have completed at least 10 years of employment at George Fox and whose employment is terminated by death or total disability, or by retirement at or after age 62 with 15 years of service. Such dependents had to have been the employee's dependents while he or she was employed by the university. They are entitled to one year (two academic semesters) of full tuition benefit for each year of their parent's full-

time employment in excess of three years. The benefit is available for use by dependent children of the former employee only to the extent that it was not used during employment. If two or more children of a former employee attend concurrently, the tuition benefit used is the number of persons attending multiplied by the semesters attended.

Early-Admission Program: The Early-Admission Program allows qualified students to study at the university while completing a high-school program. Dependents are subject to eligibility requirements, program policies, and application procedures as described in the *Undergraduate Catalog*. The tuition remission covers 100 percent of the per-credit-hour fee for an early-admission student beginning with the semester following or coinciding with the parent's hire date. The cost of converting Early-Admission Program credit to college credit is calculated at the benefit level for which the employee was eligible at the time the courses were taken. Conversion of early admission credits to undergraduate credits will be done upon request of the tuition remission recipient (employee), waiving the 64-credit-hour completion requirement.

4.8.2 Graduate Tuition Remission

4.8.2(a) Tier One

Regular employees, .75 FTE and above, and their spouses are eligible for graduate tuition remission on the same basis as undergraduate tuition remission with the following exceptions:

- Dependent children are not eligible.
- Only two tuition remission recipients enrolled on a half time or greater basis are allowed per year in each graduate cohort.
- Tuition remission awarded to employees in excess of \$5,250 constitutes taxable income to the employee for federal, state, and Social Security tax purposes (section 127 of the IRS Code). The entire tuition remission amount awarded for a spouse is taxable to the employee.
- Previous degrees do not affect eligibility.

Tuition remission at the Tier One graduate level is as follows regardless of the number of credit hours taken:

- *During the first year of employment:* 12.5 percent
- *During the second year of employment:* 25 percent
- *During the third year of employment:* 37.5 percent
- *After three years of employment:* 50 percent

Individual courses in graduate programs may be taken on a space-available basis with the permission of the program director. An employee may take a maximum of 4 credit hours per semester during regular working hours with the approval of the supervisor. The employee's supervisor(s) up to and including the vice president or provost and the director of human resources must approve exceptions to this policy. Time spent in class during regular working hours must be made up within the same work week.

Applications for graduate tuition remission are considered and awarded on a first-come, first-served basis. Tuition remission requests without admissions' signatures will be accepted by the Human Resources Office for budgeting purposes. However, the date on

which the tuition remission request is received in HR after a graduate admissions counselor has signed the form will be used to determine placement in a graduate cohort.

4.8.2(b) Tier Two

Tier Two of graduate tuition remission differs from Tier One as follows:

- Only administrators and support staff .75 FTE and above are eligible.
- Benefits are limited to a maximum of 90 percent of tuition.

Employees must meet the following criteria to qualify for Tier Two benefits:

- Completion of three years of full-time employment, .75 FTE or above, at George Fox University before the beginning of the first class or the first semester of the program.
- An employee desiring to enroll in a full degree program must receive approval from his or her supervisor(s) and vice president or provost indicating their support and acknowledging the proposed program is applicable to the employee's position at the university, will maintain or enhance the employee's job-related skills and facilitate the person's work, or qualify the person for another administrative job at the university that he or she could reasonably attain through promotion.
- If granted graduate tuition remission at the Tier Two level for a full degree program, an employee must agree to continue his or her employment at the university for two full years beyond completion of the program, should he or she be offered continuing employment.
- If the employee voluntarily leaves the university or is terminated before completion of the program, or before the end of the additional two years of employment following completion of the program, he or she may be required to repay part or all of the difference in tuition benefit between the Tier One and Tier Two levels (up to 40 percent, prorated based on length of extended service).

4.9 Tuition Exchange Program

Eligible dependent children may also receive tuition benefits by enrolling at any of the colleges and universities that maintain an inter-institutional faculty/staff educational scholarship exchange program with the university. Only a very limited number of scholarships are available at participating colleges each year. These may be affected by the balance of exchanges between George Fox and a particular institution. Exchange scholarships must be applied for and are awarded by the granting institution on a competitive basis using such criteria as GPA, SAT scores, and co curricular activities.

To be eligible to apply for a tuition-exchange scholarship at another institution, a student must be eligible for 100 percent tuition remission as an undergraduate student at George Fox. The value of exchange scholarships with other institutions is established by the policy of the granting institution. The subsidy generally applies only to students enrolled at the undergraduate level and is limited to no more than 15 quarters or 10 semesters of attendance for any one individual.

The tuition exchange program is administered by the Academic Affairs Office.

4.10 Flexible Spending Accounts

The university maintains a Flexible Benefit Plan within the meaning of Section 125 of the

Internal Revenue Code of 1986, designed to result in tax savings for employees. Regular employees, .5 FTE or above, are eligible to participate in this program.

Upon employment or during open enrollment, an eligible employee may choose to participate in a medical flexible-spending account, a dependent care flexible-spending account, or both. A medical flexible-spending account allows an employee to set aside pretax dollars for unreimbursed medical and dental expenses. A dependent care flexible-spending account allows an employee to pay for child care (age 12 or under), care of incapacitated dependents age 13 or over, including parents, or both, with pretax dollars.

The employee elects a monthly dollar amount for pretax payroll reduction for each account, and this amount is deposited into a flexible-spending account. After the employee incurs and pays out-of-pocket expenses, the employee submits a copy of the appropriate receipts and a claim form to the plan administrator for reimbursement from the account. Reimbursement checks are issued at least monthly. Expenses must be incurred during the plan year or the 2 ½ month grace period extension and submitted as claims no later than 90 days after the end of the grace period or 90 days after the end of employment, whichever comes first. In keeping with IRS regulations, any unclaimed funds are forfeited after that time.

In addition to flexible-spending accounts, the university makes it possible to pay all eligible benefit premiums with pretax dollars through the “premium-only plan.” Participation is automatic unless the employee completes a waiver form. During open enrollment employees are automatically re-enrolled in the premium-only plan, unless the employee completes a waiver at that time.

4.11 Workers’ Compensation Insurance

The university carries workers’ compensation insurance on all employees to provide reimbursement for certain medical expenses and partial continuation of salary in the event of job-related illnesses or injuries as required by law. The cost of this insurance is fully paid by the university.

Workers’ compensation insurance provides an injured employee that cannot work due to a work-related injury or illness approximately 67 percent of his or her pay. In some situations, a three-day waiting period is applied in the calculation of time-loss payments. When a regular employee is subject to the three-day waiting period, George Fox supplements the time-loss payments by providing the employee full pay during the three-day waiting period. Time-loss payments are not subject to taxes and, as a result, usually approximate an employee’s “take-home” or net pay received before the injury. Employees are not allowed to subsidize worker compensation time loss payments with the use of sick leave or vacation.

An employee should report any work-related injury or illness immediately to his or her supervisor and the Human Resources Office. The employee may be asked to complete a workers’ compensation claim form as soon as possible. (More information about this claims procedure is located in Section 7 Safety, Security, and Health.)

4.12 Benefits Eligibility for Rehires

Employees rehired by the university into regular positions receive credit for prior employment service with the university if prior employment was in a regular position of at least .5FTE. Eligibility is determined for various benefits as follows:

Medical insurance: Not affected by previous employment.

Life and long-term-disability insurance: Employee is immediately eligible upon rehire if prior service was at .75FTE or above for at least one year and if current employment is also at .75FTE or above.

Vacation: Previous service applies toward the vacation accrual schedule immediately upon rehire.

Sick leave: Any sick leave that was forfeited upon termination is reinstated upon rehire.

Retirement plan: Prior regular employment of at least .5FTE applies toward satisfying the one year waiting period. If an employee is rehired as a regular employee at .5FTE or above with at least three years of prior service, participation in the retirement plan will be mandatory beginning the first full month of employment following or coinciding with the rehire date.

Tuition remission: Prior service at the university applies toward determining tuition remission eligibility and level.

Service Awards: Prior service at the university applies toward determining service award eligibility and level.

5.0 EXPECTATIONS OF EMPLOYEES

5.1 Faith and Lifestyle Expectations.....	53
5.1.1 Statement of Faith.	53
5.1.2 Community Lifestyle Statement.....	54
5.2 Attendance and Work Schedule	56
5.2.1 Late Arrival	56
5.2.2 Absences.	56
5.3 Appropriate Appearance and Attire.....	56
5.4 Visitors in the Workplace.....	57
5.4.1 Animals in the Workplace.	57
5.5 Personal Copying and Printing.	57
5.6 Confidentiality and Education Records.....	57
5.6.1 Family Educational Rights and Privacy Act.....	57
5.6.2 Disposal of Confidential Information.....	58
5.7 Acceptable Employee Conduct.....	58
5.8 Address and Family Status Changes.....	59
5.9 Requests for References	59
5.10 Conflict of Interest Policy.....	59
5.10(a) Conflict of Interest Policy Disclosure Form for George Fox University.....	61

5.1 EXPECTATIONS OF EMPLOYEES

5.1 Faith and Lifestyle Expectations

Because George Fox University is a Christian university, owned by the Northwest Yearly Meeting of Friends Church, in charter and in practice, the university hires only individuals who subscribe to its statement of faith and who commit to fulfill its community responsibilities throughout their employment.

5.1.1 Statement of Faith

The Trinity. We believe in one eternal God, the source and goal of life, which exists as three persons in the Trinity: the Father, the Son, and the Holy Spirit. In love and joy, God creates and sustains the universe, including humanity, male and female, who is made in God's image.

God the Father. We believe in God the Father Almighty, whose love is the foundation of salvation and righteous judgment, and who calls us into covenant relationship with God and with one another.

God the Son. We believe in Jesus Christ, the Word, who is fully God and fully human. He came to show us God and perfect humanity, and, through his life, death, and resurrection, to reconcile us to God. He is now actively present with us as Savior, Teacher, Lord, Healer, and Friend.

God the Holy Spirit. We believe in the Holy Spirit, who breathed God's message into the prophets and apostles, opens our eyes to God's Truth in Jesus Christ, empowers us for holy living, and carries on in us the work of salvation.

Salvation. We believe that salvation comes through Jesus Christ alone, to whom we must respond with repentance, faith, and obedience. Through Christ we come into a right relationship with God, our sins are forgiven, and we receive eternal life.

The Bible. We believe that God inspired the Bible and has given it to us as the uniquely authoritative, written guide for Christian living and thinking. As illumined by the Holy Spirit, the Scriptures are true and reliable. They point us to God, guide our lives, and nurture us toward spiritual maturity.

The Christian Life. We believe that God has called us to be and to make disciples of Jesus Christ and to be God's agents of love and reconciliation in the world. In keeping with the teaching of Jesus, we work to oppose violence and war, and we seek peace and justice in human relationships and social structures.

The Church. We believe in the church as the people of God, composed of all who believe in Jesus Christ; who support and equip each other through worship, teaching, and accountability; who model God's loving community; and who proclaim the gospel to the world.

Christian Worship. We believe Christ is present as we gather in his name, seeking to worship in Spirit and in Truth. All believers are joined in the one body of Christ, are baptized by the Spirit, and live in Christ's abiding presence. Christian baptism and communion are spiritual realities, and, as Christians from many faith traditions, we celebrate these in different ways.

The Future. We believe in the personal return of Jesus Christ, in the resurrection of the dead, in God's judgment of all persons with perfect justice and mercy, and in eternal reward and punishment. Ultimately, Christ's kingdom will be victorious over all evil, and the faithful will reign with him in eternal life.

5.1.2 Community Lifestyle Statement

The university has deliberately sought to develop Christ-centered community to fulfill its mission and further its core values. As the university has grown it has spawned specialized communities within the larger George Fox community. These include the historic community of young students who live in university residence halls, students who are over 25 years old, living in their own homes some distance from the campus where they study and students who study at George Fox University campuses away from Newberg. There are also communities of faculty and staff at various campuses. These several communities led to a George Fox University lifestyle statement that has some variations reflecting differences among us.

As a community we encourage and teach our members to follow Jesus Christ and be collaborators in God's work in the world. We urge each member to become the kind of person and live the kind of life that Jesus taught and modeled. We believe such a life is described by the "fruit of the Spirit" as listed in Galatians 5:22-23. These fruits include love, joy, peace, patience, kindness, gentleness, goodness, faithfulness, and self-control.

We believe the Bible teaches that all persons are created in God's image and that God actively seeks renewed relationships with every individual. We are bound therefore to regard each person with love and respect (Romans 12:9-21, 1 Corinthians 13, Ephesians 4:32). So we avoid discrimination, abusive or manipulative actions, and gossip or mean-spirited behaviors. We seek actively to honor each person, loving and serving one another as Jesus taught us.

Our lifestyle excludes immoral practices and calls us to transformed living as we "offer [our] bodies as living sacrifices" to God (Romans 12:1-2). In regard to sexual morality, we believe that only marriage between a man and a woman is God's intention for the joyful fulfillment of sexual intimacy. This should always be in the context of mutual compassion, love, and fidelity. Sexual behaviors outside of this context are inconsistent with God's teaching. We recognize these principles may conflict with the practice or opinion of some within the larger culture. We are convinced that this is God's design for providing the most loving guidance and practice for individuals and our community.

For a community to be successful its members must live with integrity. This includes doing honest academic work, telling each other the truth, keeping our promises, and living so our actions match our words (James 1:22-25).

The university is eager for each member of the community to grow spiritually (Hebrews 10:24-25). We encourage involvement in activities designed to nurture spiritual growth. This includes Bible study, small prayer groups, service opportunities, and chapel attendance. The university encourages all members of the community to maintain personal practices of discipleship and to participate in a local church.

Our goal is to help each community member to think the same way Christ thought (Philippians 2:5). This includes disciplining our minds to think about whatever is true, honorable, just, pure, pleasing, commendable, and excellent, worthy of praise as commended to us in Philippians 4:8. We avoid giving attention to what is obscene and pornographic, whether in print, on the Internet, or in entertainment. We choose entertainment that will strengthen, not undermine the "mind of Christ." We avoid gambling, not only to practice good stewardship of our resources, but also to prevent welcoming greed inwardly and joining in the social inequities on which gambling thrives.

While we recognize that committed Christians differ in how they view the consumption of alcoholic beverages, it is clear that the improper use of alcohol by students, faculty or staff could bring much harm to the communities of George Fox University. This is especially true of the traditional undergraduate community which consists largely of students who are under the legal drinking age. Nationally, it is well documented that underage and binge drinking as well as driving with significant blood alcohol levels are major problems on college campuses. In addition, there is growing evidence that some individuals are predisposed to alcoholism. For these reasons, the use of alcohol by traditional undergraduate students is not allowed at any time they are enrolled at the university.

Within committed Christian communities there are diverse views regarding the use of alcohol. Some choose a testimony of abstinence for a variety of legitimate and honorable reasons while others believe they can use alcohol occasionally and moderately without harm to their body, spirit or relationships with others. As a community that honors Spirit-led diversity among Christians, George Fox University employees and students in non-traditional programs (degree-completion and graduate programs) are given the freedom of Spirit-led conscience in deciding whether to consume alcoholic beverages in moderation when not in the presence of students from traditional undergraduate programs.

The use of alcohol at university-sponsored events or activities is not allowed. Further, the presence or use of illegal drugs or alcoholic beverages is not tolerated on any George Fox University campus, nor is the illegitimate use of prescription drugs. The use of tobacco is not permitted in any George Fox University building or by employees or traditional undergraduate students.

The goal of the George Fox University lifestyle standard is to create a community in which individuals are encouraged to be transformed into the image of Christ. In addition, we desire that our common life would reflect the teachings and Spirit of Christ in all that we do and say. In this ongoing process of transformation, all members of the George Fox Community are encouraged to consider the following questions as a means of self-examination, in the tradition of the historic Friends (Quakers). As individuals or groups within this community reflect on these questions, we encourage them to respond in obedience to God's leading and to seek encouragement, support and accountability from other members of the community.

- Am I actively pursuing the highest call of God on my life even if that means giving up a personal "freedom" for the sake of others within the community?
- As a member of the George Fox community, do I recognize my duty and responsibility to others within our Christ-centered community?
- Am I a faithful steward of the resources that God has entrusted to me?
- Do I discipline my mind and body to serve as instruments of God?

These lifestyle standards reflect the university's mission, faith commitments, values, and our rich heritage. They are intended to facilitate our life together at George Fox University.

5.2 Attendance and Work Schedule

Inherent in each position at the university is the need and expectation for regular, consistent attendance. Employees are expected to arrive at their work sites and begin their tasks no later than the start of their work schedules. Punctuality and regular attendance during scheduled work periods are requirements for continued employment with the university. An employee's specific work schedule, including days off, break periods, and meal periods, is determined by his or her immediate supervisor based on department needs.

5.2.1 Late Arrival

Occasionally, a situation arises that delays an employee's arrival at work. Except in the case of an emergency, it is the employee's responsibility to notify his or her supervisor in advance of the start of the work day regarding a late arrival. If the supervisor is not available, the employee should leave a voicemail message or notify a co-worker. (A supervisor's preference for notification procedures should be followed if different from these guidelines.) It is expected that instances of late arrival are rare. It is also expected that the time missed due to a late arrival be made up the same day. If not, it is generally charged to the employee's vacation or is unpaid. Repeated, frequent occurrences of tardiness, tardiness without prenotification to a supervisor, or both may result in corrective action, up to and including termination.

5.2.2 Absences

An employee is required to notify the supervisor at the beginning of the working shift that he or she (or a family member) is ill or, in rare cases, will be absent from work due to another serious, unforeseen situation. If the supervisor is not available, the next level manager should be notified unless the supervisor has designated someone else to be notified. Generally, the supervisor must be contacted each day the employee is absent except when the duration is known in advance. An employee is expected to speak with the supervisor directly whenever possible rather than leave a voice mail or send an email to notify him or her of an absence. If an employee is absent without notifying the university for three consecutive days, it may be assumed the employee has resigned, and he or she may be removed from the payroll.

If an employee is sick for five consecutive days, is hospitalized, or has surgery, a doctor's release to return to work may be required. If this necessitates an extra doctor visit, the university pays the employee's out-of-pocket expense, usually a co-pay.

Excessive absenteeism, except when protected by FMLA/OFLA or other state or federal law, failure to give notice of absences, or unauthorized absences may result in corrective action, up to and including termination.

5.3 Appropriate Appearance and Attire

Employees are expected to dress in a manner professionally appropriate for their positions. In addition to wearing appropriate attire, employees are expected to practice good personal hygiene and dress modestly.

If an employee's attire or hygiene seems inappropriate to the supervisor, the supervisor should inform the employee of this concern. The employee is generally required to make the necessary changes to meet the expectations.

If a situation arises in which an employee has an allergic or other adverse reaction to a fragrance worn by another employee, it is expected that the employee wearing the fragrance will discontinue doing so in the interest of the co-worker's health.

5.4 Visitors in the Workplace

Visitors in the workplace create a disruption for the employee visited and for his or her co-workers. Because of this, visitors should not be a common occurrence in the workplace. It is understood that occasionally a family member or friend may come to an employee's place of work to take care of a brief matter, but employees are not allowed to have visitors come by for social purposes. Even necessary visits should be limited to breaks or meal periods to the extent possible.

Generally, having children in the workplace is especially disruptive and presents a larger safety and liability risk as well. Except for occasional, brief, and supervised visits, employees should not have their children at work.

5.4.1 Animals in the Workplace

Except for trained dogs to assist disabled persons and animals used in the science curriculum, animals are not allowed in the workplace.

5.5 Personal Copying and Printing

The university allows employees to print and copy documents for personal use provided they reimburse the university for these costs. Printing and copying should be done before or after work or during an employee's break or meal period.

5.6 Confidentiality and Education Records

The need for discretion and confidentiality exists in every department of the university. The university expects employees to handle in a professional and ethical manner any confidential information entrusted to them. Confidential information should not be shared or discussed with anyone who does not have a legitimate need to know the information. If an employee is not certain if it is appropriate to release information, he or she should check with a supervisor.

5.6.1 Family Educational Rights and Privacy Act

Because student information is protected under the Family Educational Rights and Privacy Act (FERPA), it is of particular importance that information that may constitute a student's educational record be treated with utmost confidentiality. This law states, "No one shall have access to, nor does the institution disclose any information from, students' education records without the written consent of students except to personnel within the institution with direct educational interest, to persons or organizations providing students' financial aid, to accrediting agencies carrying out their accreditation function, to persons in compliance with a judicial order, and to persons in an emergency in order to protect the health or safety of students or other persons. All these exceptions are permitted under the Act."

At its discretion, the university may provide "directory information" in accordance with the provisions of FERPA. Directory information is defined as that information which

would not generally be considered harmful or an invasion of privacy if disclosed. The university considers the following information to be “directory information,” and which therefore may be open to the public unless the student has asked for an information restriction status in the Office of the Registrar: parents’ names and addresses and student’s name, permanent address, local address (this is the student’s mailing address and does not include dormitory and room number), temporary address, e-mail address, telephone number, date and place of birth, participation in officially recognized activities and sports, major, dates of attendance, full-time and part-time status, degrees and awards received, class year, the most recent previous school attended, photographs, and, for members of athletic teams, height, weight, and position played.

The law states that directory information *may* be released, *not* that it *must* be released. Therefore, employees must use discretion, even when disclosing directory information, and consider each request for information on a case-by-case basis. It is prudent to check with the registrar’s office before releasing directory information.

If a student’s parents, spouse, or others call to inquire about grades, student employment or wages, status of financial aid or student account, religion, or other nondirectory information, that information can be disclosed only if the student has signed a consent statement giving permission to provide the information. Requests for such information should be referred to the office where the information is held.

All employees are required to sign a FERPA Confidentiality of Records Agreement.

5.6.2 Disposal of Confidential Information

In compliance with the Fair and Accurate Credit Transaction Act (FACTA), any documents and materials with personal information the university possesses or maintains must be properly destroyed to protect against unauthorized access to or use of the information in connection with its disposal. This means that documents must be disposed of in a way that obliterates personally identifying information including Social Security numbers, driver license numbers, phone numbers, physical addresses and e-mail addresses.

The university currently contracts with a bonded company to provide a number of containers on the Newberg campus in which “to be shredded” material can be disposed of. There are also shredders on all of our campuses that should be used to ensure information is adequately obliterated.

5.7 Acceptable Employee Conduct

Employees are expected to adhere to acceptable business principles in matters of personal and business conduct, to accept responsibility for the appropriateness of their own conduct, and to exhibit a high degree of personal integrity at all times.

It is impossible to list all forms of conduct that might be considered inappropriate. Certain behavior (such as theft, lying, fighting, using physical force, falsification of records, bribery, and threats of violence) is clearly unacceptable at any time in any workplace. Other conduct (such as failure to cooperate with other employees or one’s supervisor, harassing or intimidating others, and rudeness to co-workers, students, or vendors), while often more subtle, is equally unacceptable.

The university expects all employees to adhere to the following general principles:

- Observe high standards of professionalism at all times
- Perform responsibilities in a manner consistent with our Christian values and ethical standards
- Comply with all laws applicable to the institution
- Treat others, including students, employees, vendors, and visitors, with courtesy, dignity and respect
- Work safely, including following established safety procedures and wearing protective equipment as needed

Further, a core value of George Fox University is to honor the worth, dignity, and potential of each employee and student as uniquely and specially created by God. Because pornography is degrading to women and men, objectifies the individual, violates scriptural standards of modesty and purity, and often leads to unhealthy addictions, pornographic materials in any form are not to be used, possessed, or distributed on or away from campus.

Unsatisfactory performance, work habits, overall attitude, conduct, or demeanor; violation of university policies, procedures, or guidelines; or any other behavior or conduct deemed inappropriate or unacceptable by the university may result in corrective action, up to and including termination.

5.8 Address and Family Status Changes

Each employee is required to notify the Human Resources Office of any changes in address, phone number, family status, or of any other change in order to ensure the accuracy of personnel and payroll information or information that may affect the employee's benefits.

5.9 Requests for References

All requests for references on former support staff or administrators, without exception, should be directed to the Human Resources Office for a response. An employee should not provide
a reference to a potential employer.

5.10 Conflict of Interest Policy

1. Scope. The following statement of policy applies to all members of the George Fox University faculty and staff as defined in the university's *Employee Handbook* ("Faculty" and "Staff").
2. Fiduciary Responsibilities. Faculty and staff of George Fox University serve the George Fox University trust and have a clear obligation to fulfill their responsibilities in a manner consistent with this trust. All decisions of the faculty and staff are to be made consistent with the legitimate desire to advance the best interests of the institution. The integrity of George Fox University must be protected at all times

Faculty and staff inevitably are involved in the affairs of other institutions, organizations, and people. Faculty and staff will include individuals who have relationships and affiliations that may raise questions about perceived conflicts of interest. Although many such potential conflicts are and will be deemed inconsequential, every individual faculty and staff member has the responsibility to ensure the university is made aware of situations that involve personal, familial, or business relationships that could be an actual or perceived conflict of interest. Thus, the university requires each faculty and staff member annually (i) to be familiar with the terms of this policy; (ii) to disclose any possible personal, familial, or business relationships that reasonably might give rise to an actual or perceived conflict involving the university; and (iii) to acknowledge by his or her signature that he or she is in accordance with the letter and spirit of this policy.

3. Disclosure. Faculty and staff are requested to list on the disclosure form (i) any business or personal relationship with an organization that does business with the university, or (ii) any other relationship with an organization or individual that does business with the university that potentially could be construed to affect their independent, unbiased judgment in light of their decision-making authority, influence, and responsibility.

If a faculty or staff member is uncertain whether to list a particular relationship, the vice president for financial affairs should be consulted. Information shared or gathered as a result of such consultations (including information provided on the disclosure form) shall be confidential except when the university's best interests would be served by disclosure. Such disclosure will be made only after informing the involved faculty or staff. The following definitions are provided to help faculty and staff members decide whether a relationship should be listed on the disclosure:

3(a) Business relationship: One in which a faculty, staff, or a member of his or her family as defined below (i) serves as an officer, director, employee, partner, trustee, or controlling stockholder of an organization that does substantial business with the university, (ii) is the actual or beneficial owner or has a personal relationship with such an individual of more than 1 percent of the voting stock or controlling interest of an organization that does substantial business with the university, or (iii) has other direct or indirect dealings with such an individual or organization and benefits directly, indirectly, or potentially from cash or property receipts from such an individual or organization.

3(b) Family member: A spouse, child, or any other relative either by blood or marriage.

4. Restraint on Participation. This policy is not intended to prevent the university from entering into a contract or transaction with an individual or entity that has disclosed an actual or potential conflict of interest with the university, provided such contract or transaction and the related process of engagement is fair and reasonable to the university and the individual or entity has not participated in or unduly influenced any vote required to authorize or approve the contract or transaction.

5.10(a) Conflict of Interest Policy Disclosure Form for George Fox University

1. Do you or any family member¹ (i) serve as an officer, director, employee, partner, trustee, or controlling stockholder of an organization or have a personal relationship with an individual that does substantial business with George Fox University, (ii) have direct or indirect ownership of more than one percent (1%) of the voting stock or controlling interest of an organization that does substantial business with the University, or (iii) have other or indirect dealings with such an individual or organization and benefit directly, indirectly, or potentially from cash or property receipts from such individual or organization?

No Yes

2. Do you or any family member have any relationships with an individual or organization that does business with the university that (i) potentially could be construed to affect your independent, unbiased judgment in light of your decision-making authority, influence and responsibility or (ii) may represent a conflict of interest as defined by the letter or spirit of the University's Conflict-of-Interest Policy?

No Yes

If Yes to 1 or 2, please list such relationships and the details of annual or potential financial benefit as you can best estimate them. _____

3. During the past 12 months, did you or a member of your family receive any gifts or loans from any source from which the University buys goods or services or otherwise has significant business dealings?

No Yes

If Yes, please list them, their source, and their approximate value.

Source	Item	Approximate Value
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I understand that if a potential conflict of interest should arise after submission of this annual form, I am required to disclose such conflict to the University immediately. I certify that I have read and understand the Conflict-of-Interest Policy for George Fox University and that the foregoing information is true and complete to the best of my knowledge.

Signature: _____ Date: _____

Name (please print) _____

¹Family member is defined in the policy as a "spouse, child, or any other relative either by blood or marriage."

6.0 TERMINATIONS

6.1 Types of Terminations.....	63
6.1.1 Resignation.....	63
6.1.2 Involuntary Termination.....	63
6.1.3 Retirement.....	63
6.1.4 Death.....	64
6.2 The Exit Process.....	64
6.2.1 Final Pay.....	64
6.2.2 The Check-out Session.....	64
6.2.3 The Exit Interview.....	64
6.3 Effect of Termination on Benefits.....	65
6.3.1 COBRA Coverage at Termination.....	66
6.3.2 Medicare Supplement HMO Plan.....	66

6.1 TERMINATIONS

6.2 Types of Terminations

6.2.1 Resignation

A resignation occurs when an employee voluntarily ends the employment relationship with the university. Typically, an employee verbally notifies his or her supervisor of the intent to resign. The university requests a letter stating the employee's intent to resign and the employee's last day of work. This letter is sent to the Human Resources Office where the information it provides is used to generate a final paycheck. The resignation letter is then placed in the employee's personnel file. The university appreciates at least a month's notice of an administrative or support staff member's resignation.

6.2.2 Involuntary Termination

An employee may be involuntarily terminated or "fired" by the university. This could be due to ongoing unacceptable job performance, for unacceptable employee conduct as discussed in Section 5, for misrepresentation or material omission in an employee's application materials, or for any other reason deemed appropriate by the university. An involuntary termination is recommended by the immediate supervisor but must be approved by his or her supervisor(s), up to and including the vice president or provost, and the director of human resources.

6.2.3 Retirement

The normal or usual retirement age for employees is 65, although it is not mandatory. Employees who terminate employment at age 62 with 15 years of service are also considered retirees. There is no mandatory retirement age for employees.

Staff Emeritus and Administrator Emeritus: The purpose of this award is to honor, recognize and thank longtime administrators and support staff that end their working/professional careers by retiring from university employment.

The Human Resources Office provides names of eligible retiring administrators and support staff to the President's Executive Leadership Team, and they determine which retirees to recommend to the Executive Committee of the board of trustees. Individuals awarded this designation are generally honored at the employee awards/recognition event near the end of their employment.

Eligibility requirements include:

- Completion of 15 years of employment
- Employment .75 FTE or above
- Exemplary Christian character
- Outstanding performance record
- Age 62 or older

Benefits and privileges include:

- Recognition as administrator/staff emeritus
- University ID card with emeritus status
- Standing invitation to attend support staff or faculty lunches or all employee lunches
- Discount at university stores, the same as active employees
- Tickets/passes to games, plays, and concerts, the same as active employees
- Invitations to president-hosted events, e.g., open houses

- Use of university libraries
- Receipt of campus news publications
- Access to campus e-mail system, excluding Internet access

6.2.4 Death

The death of an active employee creates a termination status, effective on the date of death. Medical benefits for covered family members continue through the end of the month in which the death occurred. Additionally, covered dependent family members may be eligible for continued coverage through COBRA.

6.2 The Exit Process

6.2.1 Final Pay

The termination date for support staff and administrators, regardless of the type of termination, is generally the employee's last day of work. Employment status cannot be extended through the use of vacation or sick leave. When a resigning employee gives at least 48 hours' notice excluding weekends and holidays, the university strives to have an employee's final paycheck prepared on the last day of work. If less resignation notice is given, the university mails a final paycheck no later than five days following termination, excluding weekends and holidays, unless a regular pay day occurs sooner.

6.2.2 The Check-Out Session

Each departing employee should complete a check-out session with the Human Resources Office. This process includes a checklist for the employee to take to various departments for signatures before turning it in to the Human Resources Office. It ensures the employee:

- Has completed his or her duties to the satisfaction of the supervisor, removed any personal items from the work area, and returned any university-owned property
- Has returned all telephone and credit cards
- Has returned any library materials and has no outstanding fines
- Has returned his or parking permit
- Has returned all university keys to Plant Services
- Has met with the Human Resources Office to return his or her employee ID card and discuss COBRA options, benefits, and final pay
- Has expressly given or withheld permission to make the reason for the termination public and, if so, has offered a written statement to be considered for that purpose

After all signatures have been obtained and the form is completed, it should be returned to the Human Resources Office, where it is placed in the employee's personnel file.

6.2.3 The Exit Interview

The university is very interested in feedback from departing employees. The employee is asked to provide feedback to the university through the use of an exit interview questionnaire. This survey is usually completed in advance of the check-out session and reviewed with the director of human resources or his or her designee during the exit interview.

The questionnaire asks the terminating employee questions pertaining to the reason for termination and what he or she liked/disliked about his or her position and working at the

university. It requests feedback about the employee's supervisor, about communication at the university, and about benefits and pay. It also asks for suggestions regarding the employee's position and suggestions for improvement about any other facet of the university.

Generally, copies of the completed questionnaire are distributed to the employee's supervisor(s), the vice president or provost, and the president. The original copy is filed in the employee's personnel file.

6.3 Effect of Termination on Benefits

Regardless of the type of termination, benefits are affected as follows:

Vacation: An employee's final check should include pay for any unforfeited, earned vacation balance. Vacation is accrued in the month the employee terminates only if an employee works the full month. Vacation may not be used to extend an employee's period of employment.

Sick leave: The cash value of any earned sick leave is not paid to an employee at termination. Sick leave may not be used to extend an employee's period of employment.

Holiday pay: If an employee terminates the day before a paid holiday, he or she does not receive holiday pay. If the employee works the day before (or uses vacation) and the day after a holiday, holiday pay is included in the final pay.

Medical insurance: Coverage continues through the end of the month in which termination occurs. It may be continued beyond that through COBRA at the employee's own expense.

Cash in lieu of insurance: Cash in lieu amounts are paid to employees on the last day of the preceding month for the current month. Therefore, there is no cash-in-lieu amount included with an employee's final pay since it would have already been received on the preceding regular pay day.

Flexible-spending accounts:

No further deposits through the university can be made to an employee's account(s) after the date of termination. The employee may submit claims up until 90 days after the end of the plan year for expenses incurred on or before the last day of work. An employee with a positive medical flexible-spending account balance as of his or her termination date may elect to continue the flexible-spending account through COBRA on an after-tax basis. Expenses incurred after the termination date are not eligible for reimbursement unless participation is continued through COBRA.

Retirement plan: The employee's and the university's contributions to TIAA-CREF end at termination. Contributions are made from the employee's final pay amount, including vacation pay. If there is enough pay due the employee in his or her final paycheck, any supplemental retirement account reduction is taken as well.

Life and long-term-disability insurance: If covered, coverage continues through the end of the month in which termination occurs. An employee has the option of converting the life

insurance to an individual policy at his or her own expense. There is no conversion option for long-term disability insurance.

Tuition remission: If an employee terminates during an academic semester, the benefit will be continued through the end of the semester.

6.3.1 COBRA Coverage at Termination

See Section 4.1.1 Continuation of Medical Coverage through COBRA regarding continuing medical coverage after termination. An employee with a positive medical flexible-spending account balance may continue participation in a medical flexible-spending account for up to 18 months after termination. COBRA coverage can be terminated by the former employee or dependents before the mandatory end of these benefits. Employees or dependents age 65 or older are not eligible for COBRA coverage.

6.3.2 Medicare Supplement HMO Plan

At or following termination, an employee or qualified dependent may be eligible to enroll in the university's group Medicare Extra plan, which is a supplement to Medicare.

Employees and qualified dependents are eligible if they meet all of the following:

- They were covered by group medical insurance through the university on the day before the employee terminated employment or they were covered by continued group medical (COBRA) coverage on the day before they became eligible for Medicare
- They are age 65 and carry both part A and part B of Medicare
- They live in a county where the insurance company offers this plan
- They do not have end-stage renal (kidney) disease

In addition, the employee or qualified spouse must enroll within the same 60-day time frame allowed for electing COBRA coverage after termination of employment, or within 30 days of becoming eligible for Medicare. The enrollment application must be completed before the first of the month in which coverage begins. Premiums may increase periodically and are paid by the eligible former employee or qualified dependent.

The university reserves the right to discontinue this plan.

7.0 SAFETY, SECURITY, AND HEALTH

7.1 Emergency Closures	68
7.2 Key Policy	69
7.2.1 Issuance of Keys	69
7.2.2 Replacement of Keys.....	70
7.2.3 Returning Keys.....	70
7.3 Mandatory Passenger Van Driver Safety Training.....	70
7.4 On-the-Job Injuries	70
7.5 Environmental Safety	71
7.5.1 Hazardous Materials	71
7.5.2 Fire Safety.	72
7.5.3 Workplace Safety Committee.....	73
7.5.4 Emergency Operations and Response	73
7.6 Parking.....	73
7.7 Weapons Policy	73
7.8 Workplace Violence Policy.....	74
7.9 Workplace Searches.....	74

7.1 SAFETY, SECURITY, AND HEALTH

7.2 Emergency Closures

On rare occasions, classes may need to be canceled and offices closed due to adverse weather conditions or for other emergency reasons.

The President's Executive Leadership Team decides if conditions warrant canceling classes, closing offices, or both. Major considerations are road conditions, ice, utility service disruption, and how long the severe weather or emergency is likely to last. This decision is generally made by 6 a.m. for day classes and by 2 p.m. for evening classes.

Once the decision is made to cancel classes, close offices, or both, the Office of University Communications notifies local media and the university community. Announcements specify whether the closure impacts the university's Newberg campus, Portland Center and/or Salem Center, as well as other teaching sites. The Boise Center is responsible for making its own decisions about closures, for contacting local media, and for informing the provost of such cancellations.

To find out if a closure decision has been made when bad weather occurs, employees can do any of the following:

- Listen to local radio and television stations
- Check Foxmail
- Call Newline, the university's recorded announcements, at 503-554-3868
- Call the George Fox switchboard at 503-538-8383
- Check television and newspaper Web sites:
 - www.kgw.com
 - www.koin.com
 - www.kptv.com
 - www.katu.com
 - www.columbian.com
 - www.oregonlive.com

When the university is closed, employees receive pay for that closed day as if they worked. Employees that were scheduled to use vacation or sick leave on any closed days will still be required to use vacation or sick leave despite the closure. Employees that are required to work during a closure as part of an emergency Plant Services crew or in any other capacity deemed essential by their supervisors are allowed to take corresponding time off within the following 30 days.

In unique circumstances, a decision may be made to cancel classes but keep offices open. Since radio and television announcements about school closings may not make a distinction between classes being canceled and offices being closed, it is important to check the recorded messages and the university's website for complete information. If an employee fails to check regarding a possible closure and comes to work at his or her regular time during a closure, that person is not allowed corresponding time off.

Weather may make it difficult or even impossible for some employees to come to work even though the university is open for business as usual. In no circumstances should

employees or students put themselves in danger or peril in an attempt to get to campus. If they feel conditions are too hazardous for travel, they should not make the attempt. In this case, as soon as possible after 8 a.m., the employee should call and notify his or her supervisor of an absence or late arrival. Time missed from work in these situations should be recorded as vacation. If no vacation is available, it should be recorded as time off without pay.

Employees that are already scheduled for vacation or are taking sick leave on days that the decision is made to close the campus should record their time off as it was originally scheduled – as vacation or sick leave.

7.3 Key Policy

7.3.1 Issuance of Keys

Employees on the Newberg and Portland campuses are issued necessary keys or card keys by Plant Services after submitting a completed Key Authorization form with the required signatures. In Boise, keys are issued by the office manager. Keys to the Salem Center are issued by the administrative assistant upon receipt of a completed and signed Key Authorization form.

The employee, his or her department head, and the building monitor's signatures are required before a key can be issued. The employee to whom the key is being issued must pick it up personally. Authority to pick up one's keys cannot be delegated to anyone else. Such keys are not normally issued to students.

Certain employees whose jobs require the use of a building master key (which opens the exterior and all interior doors of one building) must have authorization from the Building Monitor. Except for employees that work in the plant services department, employees whose jobs require the use of a grand master key (which opens the exterior and all interior doors in two or more buildings) must have the authorization of the plant services director and the employee's vice president or provost. Plant Services employees need only have the plant services director's authorization.

Employees who have master or grand master keys are not allowed to use these keys to enter a building or office except in the performance of their job duties. Employees should not use their master keys to open doors for others unless they are certain those people have authority to be in the building or office.

Occasionally, the need may arise for a student employee to be issued a building or office key. In such cases, the key authorization form must be signed by both the department head and the building monitor. Master and grand master keys are not normally issued to students.

Loaning of any university-issued keys to another person is not allowed. Also, duplication of keys is to be done only by a university locksmith upon authorization by the director of plant services. Failure to adhere to this policy may result in disciplinary action, up to and including termination.

7.3.2 Replacement of Keys

If a key is lost or stolen, the employee should notify Plant Services as soon as possible. Employees are assessed a replacement charge by Plant Services for lost or stolen keys that must be paid before a new key is issued.

7.3.3 Returning Keys

Employees are required to return their keys promptly to Plant Services (in Boise, to the office manager; in Salem, to the administrative assistant) when the purpose for which the keys were issued has been fulfilled. Adjunct faculty must return their keys at the end of the last semester in which they teach. Employees who terminate employment with the university are required to return their key(s) to Plant Services as part of their checkout process, which includes obtaining a signature from Plant Services verifying any keys have been returned.

7.3 Mandatory Passenger Van Driver Safety Training

All drivers of university-owned or rented 15-passenger vans are required to have driver safety training on passenger van driving skills. In addition, all drivers of such vans must be at least 21 years old and have a valid driver's license.

7.4 On-the-Job Injuries

The university is concerned about its employees' health and recovery from on-the-job injuries or illnesses. The following information is provided to help employees understand their responsibilities and procedures should an on-the-job injury occur.

All employees of the university are covered by workers' compensation insurance. Covered expenses related to on-the-job injuries or illnesses are processed through the workers' compensation insurance carrier. The university's Human Resources Office assists employees in getting their claims processed promptly, including reimbursement for covered medical expenses connected to the claim and time-loss payments if an on-the-job injury results in missed time from work. During the processing of a claim, a representative from the workers' compensation insurance carrier may contact the employee.

If you are injured on the job, you should:

1. Report any accident or injury, no matter how slight, immediately to your supervisor and the Human Resources Office.
2. If you need to see a doctor and your injury is not an emergency, ask your supervisor or the Human Resources Office for:
 - A Workers' Compensation Claim form (Form 801) and
 - A Notice to the Physician/Work Status form.

Complete the "worker" portion of the Form 801 and give it to your supervisor. Take the Notice to the Physician/Work Status form with you to the doctor. (It is advisable to go to your primary-care physician or an urgent-care center.) Inform your doctor that light duty may be available and ask him or her to complete the form at the end of your exam/treatment.

3. If an on-the-job injury is an emergency or life threatening, report to the emergency room of the nearest hospital. Notify your supervisor or the Human Resources Office as soon as it is practical, and the university will work with you to complete the required paperwork within three (3) days.
4. Following your doctor visit, return the completed Notice to the Physician/Work Status form to the Human Resources Office within one working day. If you have been instructed by your doctor not to return to work or are restricted to a light duty assignment, you should notify your supervisor and the Human Resources Office accordingly. This procedure should be followed after each doctor visit or treatment.
5. Once you are released to light duty or regular duty, you are required to notify the Human Resources Office immediately. Failure to do so may adversely affect your workers' compensation benefits. Generally, you are required to return to work on the date your doctor releases you.
6. If you have questions regarding a workers' compensation claim, please contact the Human Resources Office.

7.5 Environmental Safety

7.5.1 Hazardous Materials

In compliance with the Occupational Safety and Health Administration (OSHA), the university maintains a bloodborne pathogen exposure-control plan. It is intended to eliminate or minimize employee occupational exposure to hepatitis B virus, human immunodeficiency virus (HIV), and other bloodborne pathogens. Most employees at the university have a very low exposure risk but are expected to follow these basic safety precautions:

1. Always exercise the universal precaution: assume anything with blood on it may be infectious. Do not handle anything with blood or other body fluids without proper training and protective equipment.
2. Notify your supervisor to have a qualified and trained person clean up or handle a situation involving blood or other body fluids.
3. Immediately notify your supervisor or get medical treatment if you think you have accidentally come in contact with infectious blood or other body fluid.
4. Beware of biohazard-labeled or red trash bags. These may be found in Health and Counseling Services, in Wheeler Sports Center, or in the science departments. Only qualified persons should handle these materials.
5. Take care in handling any trash, laundry, or sharp instrument. Most occupational infection occurs through a puncture or cut wound.
6. Wash your hands frequently with soap and water.

Training is required for employees who have work duties that may incur occupational exposure, regardless of frequency. These positions include sports medicine trainers, coaches, the campus nurse, nurse practitioner or doctor, some custodial workers, and science lab workers.

The university also has a hazard-communication program to protect employees from occupational exposure to chemical hazards. This program includes a written program, a training program for employees whose jobs potentially expose them to harmful chemicals, Material Safety Data Sheets, and hazardous chemical container labeling. A copy of the university's hazard communication program is available from Plant Services.

7.5.2 Fire Safety

Each employee is responsible for helping to prevent fires. Following is a summary of basic fire prevention measures that all employees must comply with at all times. An employee must stop work and notify a supervisor immediately if they are aware of an unsafe condition or missing or faulty fire or life-safety systems.

1. Be aware of potential fire hazards.
 - Use only grounded extension cords and UL-listed power strips.
 - Use only UL-listed heaters with a tip-over safety shutoff switch.
 - Do not use halogen lamps. Besides being inefficient, they may start a fire if near combustible material.
 - Keep your work area clean and neat, free of large piles of papers, files, magazines, etc. Be sure your exit route is unobstructed.
 - Posters, paper, or decorations should never cover more than 20 percent of a wall or ceiling surface.
 - Keep all flammable liquids in an approved steel storage cabinet.

2. Familiarize yourself with the fire-safety systems in your building, including the location of all exits, fire extinguishers, and fire alarm pull boxes. Have a plan in case of a fire. Have a mental picture of your exit route — in the dark with smoke — stay low, plan to crawl to the nearest exit, know how many doorways you will pass and how many corners to turn. Stay calm, sound the alarm, assist others, and close doors behind you if you are the last one out, but don't threaten your own life. Call the fire department from a safe location, and never re-enter a building. Once outside, stand clear and report to the assembly area for your building.

3. Do not block hallways, stairways, or stair landings. Do not prop open fire doors. Do not tamper with smoke detectors, fire-alarm systems, or fire extinguishers.

4. Never use open lights, fire, fireworks, or explosives of any kind indoors without written approval from the director of safety. Do not plan an outdoor burn or fire, campfire, or bonfire of any kind without written approval from the director of safety. He must obtain permission for these types of activities from the fire chief or fire marshal.

7.5.3 Workplace Safety Committee

George Fox University is committed to accident prevention in order to protect the safety and health of all our employees. Injury and illness losses due to hazards are needless, costly, and preventable. To prevent these losses, a joint management/employee Workplace Safety Committee has been established. Employee involvement in accident prevention, along with management and employee support of Workplace Safety Committee members and activities further ensure a safe and healthful workplace.

The formation of the Workplace Safety Committee is in compliance with Oregon law that requires us to have a safety committee that meets monthly during normal work hours and whose members are to equally represent management and non-management staff.

The university Workplace Safety Committee is made up of the following positions:

- Director of Safety
- Faculty representative
- Plant Services representative
- Representative from the Staff Development Committee
- Student housing representative
- Representative from Tilikum
- Chemical hygienist (may also serve as the faculty representative)
- Director or Associate Director of Human Resources (ex officio)
- Representative from Portland campus

Each representative serves a two-year term with the exception of the director or assistant director of human resources and the director of safety, who remain on the committee. Membership rotation is by alternate calendar years, with half of employee representatives and half of management representatives rotating off each year.

7.5.4 Emergency Operations and Response

The university has a written Emergency Operations Plan that is implemented in the unlikely event of major widespread emergency or disaster. In general, only Plant Services, Security Services, the Office of Student Life staff, vice presidents, the provost, and the Office of the President have specified assigned responsibilities in the Emergency Operations Plan. Other employees receive instructions from their supervisors or other university administrative staff on an as-needed basis during an emergency. The emergency response plan can be viewed at www.emergency.georgefox.edu.

7.6 Parking

Parking on campus is free to employees. Employees are each issued one parking permit at no charge that can be easily moved from one vehicle to another. A replacement fee is charged for a lost permit. A second permit for an additional vehicle may also be purchased for a fee. Children of employees that are university students are not allowed to use employee parking permits. Employees are subject to fines for parking violations.

7.7 Weapons Policy

The university has a zero-tolerance policy regarding firearms or weapons on campus.

Specifically, students, employees, and others performing services for the university (including temporary employees, consultants, contractors, and vendors) are prohibited from carrying, possessing, or using guns or other dangerous weapons or devices for any purpose at any time on university premises except for educational purposes and when registered with Security Services. This includes weapons kept in vehicles on university property. Weapons and other dangerous devices are also prohibited off university premises while on university business or at university-sponsored events.

People who possess a concealed-weapons permit are not allowed to carry weapons on university property or while representing the university.

Anyone who observes or has knowledge of someone violating this policy should immediately report the incident to Security Services. The complainant should be prepared to provide any relevant information that caused him or her to observe or suspect the violation. Campus security officers have the right to confiscate weapons from people in violation of this policy. Weapons are held while an investigation of the incident is conducted.

Failure to adhere to the university's weapons policy or failure to cooperate in an investigation is grounds for disciplinary action, up to and including termination.

7.8 Workplace Violence Policy

The university is committed to maintaining a safe environment for our employees and students and does not tolerate any form of workplace violence committed by or against its employees. Workplace violence includes but is not limited to harassment, stalking, physical violence, the use of weapons of any kind, the direct or implied threat of physical violence toward any student or employee of the university, intentionally damaging university property or the property of another employee, or committing acts motivated by or related to sexual harassment or domestic violence. Any potentially dangerous situation should be reported immediately to a supervisor or Security Services. Any observed or reported form of workplace violence is taken seriously and thoroughly investigated. Reports or incidents warranting confidentiality are handled appropriately, and confidentiality is maintained to the extent possible. Any confirmed offenses may result in corrective action, up to and including termination.

7.9 Workplace Searches

Out of concern for the safety of our employees, students, vendors, and other visitors, the security of George Fox University, and the maintenance of a drug-free workplace, the university reserves the right to conduct workplace searches and investigations at its discretion and in the manner considered by the university to be appropriate to the circumstances.

Employees should be aware that searches and university investigations could include searches of university premises, vehicles and equipment (including an employee's office, desk, computer and other files, or other university property); questioning of employees and other people on university premises; and inspection or search of packages, vehicles, or other personal possessions or articles brought onto university premises. It should be noted that all offices, desks, other furniture, computers, and computer files (including electronic mail), other files, and articles and equipment

provided by the university are the property of George Fox and may be searched at any time at the university's discretion. When a search involves personal property, employees usually should be asked to sign a consent form permitting a search. An employee who fails or refuses to cooperate with an inspection, search, or investigation may be subject to disciplinary action, up to and including termination.

8.1 EMPLOYEE PRIVILEGES AND SERVICES

8.2 Faculty, Staff and All Employee Lunches..... 77

8.3 Health and Human Performance Facilities and Services..... 77

8.4 University Libraries 77

8.5 Prayer Chapel..... 78

8.6 Chapel Attendance..... 78

8.7 Mail Services..... 78

8.8 Discounts at University Store..... 78

8.9 Admission to Athletic Events 78

**8.10.....Dr
ama/Music Productions. 78**

8.11 Printing Services 78

8.12 Career Services; Vocation and Calling Fitness 78

8.13 Declining-Balance Meal Card 79

8.14 Check Cashing..... 79

8.1 EMPLOYEE PRIVILEGES AND SERVICES

8.2 Faculty, Staff and All Employee Lunches

An opportunity to visit with colleagues, hear announcements, and meet new employees is available on a regular basis throughout the school year. Lunch for faculty and administrators is held periodically on designated days at noon, and support staff attend a support staff lunch on designated days at noon. In addition, combined lunches to include both groups are held on occasion. Lunches are subsidized by the university to reduce the employee cost.

8.3 Health and Human Performance Facilities and Services

Several facilities in the Wheeler Sports Center are available for use by employees, spouses, and dependent children. These include a fitness center, racquetball courts, and a ballet room. Employees can access Wheeler Sports Center using their ID cards during hours of operation. Fitness center use for employees and their dependents is allowed within the following requirements:

- The fitness center may be used only during hours posted for public use.
- Employees, spouses and any dependents at least 18 years of age are required to show ID cards to be admitted to the fitness center. (A spouse and/or dependents, age 18 or older, can each obtain an ID card for a fee. They are not allowed to use the employee's ID card unless accompanied by the employee.)
- The university employee must accompany dependent children under the age of 18.
- Users must carry a towel provided by the fitness center to wipe down weight machines after each use.
- Users must put away all weights or other equipment used.
- Users must follow any other directions given by the fitness center supervisor on duty.
- Personal music devices may be used only with earphones.
- Failure to abide by these policies may result in loss of fitness center privileges.

Other employee services available through the Department of Health and Human Performance are body fat testing with electronic impedance equipment and assistance with exercise prescription.

8.4 University Libraries

The facilities and services of the George Fox University libraries are available to all employees. Using their university ID cards, employees can check out library materials from both the Murdock Learning Resource Center (Newberg campus) and the Portland Center library. In addition, dozens of licensed databases, many of which include the full text of journal articles and other resources such as sound recordings, are available to employees through the library web pages.

George Fox University is a member of the Orbis Cascade Alliance. This membership enables patrons to request books online from 35 academic libraries in Oregon and Washington through the consortium's Summit union catalog. Summit books may be sent to either the Portland or Newberg campus. In addition, by presenting a valid George Fox University ID card, employees may check out directly from any Orbis Cascade Library.

Library materials not available in the George Fox collection or through Summit Borrowing may be requested by submitting an online interlibrary loan request form.

Additional information on library resources and services can be found at library.georgefox.edu.

8.5 Prayer Chapel

The Prayer Chapel is available for employee use and can be accessed using an ID card.

8.6 Chapel Attendance

Support staff and administrators generally are not expected to attend chapel programs except when required as part of their normal duties. Offices will be closed, however, at the discretion of the President's Executive Leadership Team for special services such as honors convocation when attendance is required. In addition, support staff and administrators may attend two chapels per semester with supervisor approval.

8.7 Mail Services

The university Mail Services provides outgoing mail and package service, stamp purchases, packing and shipping supplies purchases (including envelopes, tape, packing "peanuts," and labels), fax service, and reference information for postal requirements and ZIP code information.

8.8 Discounts at University Stores

Employees and immediate family members receive 10 percent off all GFU imprinted merchandise, art supplies, greeting cards, gifts and school supplies as well as a 20% discount off trade books.

8.9 Admission to Athletic Events

By showing their George Fox employee ID cards, admission to regular-season home athletic events is free to employees, their spouses, and dependent children. Single employees may bring one guest at no cost.

8.10 Drama/Music Productions

Each employee is provided a free ticket for some drama and musical productions.

8.11 Printing Services

Employees may use designated copiers in the Print Room for personal photocopies. Payments are to be put in the designated container in the department. Employees are encouraged to contact the Print Room for a handbook and personal instruction.

8.12 Career Services; Vocation and Calling Fitness

The career center office houses resources including books, reference materials, and internal sites related to career development (i.e. career calling and planning, occupational research, internships, employment and job search, graduate school, and labor market information). These resources, consultations and networking contacts are available to George Fox employees. The JobConnect employment postings database is accessible through the Bruindata menu. Other services include an online computerized career planning system and resume critiques (among other contemporary job search tools)

through the online Optimal Resume system – also available via the “My Data” tab on Bruindata. Employees can go to www.careers.georgefox.edu for more information.

8.13 Declining-Balance Meal Card

Employees may purchase “Bruin Bucks” at the Bon Appetit office and put them on their George Fox ID card to be used like a debit card at the Bruin Den, Villa Café, and Klages Dining Hall. The cost of each meal is deducted from the balance remaining on the card. Ten percent will be added to any card purchase of \$50 or more.

8.14 Check Cashing

Student Financial Services will cash personal checks for employees for amounts up to \$50. The check must be presented in person before 4 p.m. weekdays. A service fee is charged for checks returned due to insufficient funds.

INDEX

A

Absences..... 38, 43, 52, 56
ADA 10
Adjunct7, 71
Administrator7, 8, 10, 12, 14, 16, 27, 29, 32, 38, 39, 41, 42, 49, 50, 60, 64, 65, 78, 79
Advances9, 26, 33
Americans with Disabilities Act.....10
Antidiscrimination9
Antiharassment9, 17, 19, 20
Appeal 18
Arbitration10, 17, 18
Attendance49, 54, 56, 58, 79

B

Background Checks.....13
Bereavement40
Break8, 15, 16, 20, 26, 38, 41, 56, 57
Business Travel 33

C

Cash in Lieu35, 43, 66
Change in Status.....35
Chapel54, 79
COBRA35, 36, 44, 65, 66, 67
Community Responsibilities 53
Computers19, 21, 23, 24, 27, 75
Conflict of Interest.....13, 60, 61, 62
Contract4, 7, 14, 22, 31, 38, 39, 45, 58, 61, 75
Corrective Action10, 11, 16, 17, 20, 22, 25, 26, 56, 60, 75

D

Deduction31, 33
Direct Deposit..... 31
Disability8, 9, 10, 19, 21, 33, 36, 37, 40, 43, 44, 47, 51, 66, 67
Disciplinary Action10, 12, 70, 75, 76
Discrimination8, 9, 10, 17, 54
Dispute.....10, 17, 19

E

E-mail19, 20, 21, 26, 27, 58, 64
Electronic Equipment 19
Emergency Closure41, 69
Emeritus..... 64
Employment at Will 7
Employment Process 12
Equal Employment Opportunity 8

Exempt	7, 8, 15, 16, 27, 32, 46
Exit Interview.....	65
F	
Faculty	3, 7, 8, 10, 11, 12, 14, 25, 39, 49, 54, 55, 60, 61, 64, 71, 74, 78
Family Member	13, 14, 20, 26, 36, 40, 42, 43, 45, 46, 56, 57, 61, 62, 65, 79
FERPA	22, 23, 57, 58
Flexible-spending Account	33, 35, 50, 66, 67
FMLA	38, 40, 42, 44, 56
Fragrance	57
FTE	7, 8, 35, 36, 37, 38, 39, 40, 45, 46, 47, 48, 49, 50, 51, 64
Full-Time	7, 36, 37, 38, 39, 44, 45, 47, 49, 58
G	
Garnishment.....	33
Grievance	17, 18, 19
H	
Half-time	8, 46
Harassment	9, 10, 17, 75
Holiday	7, 31, 32, 39, 40, 41, 65, 66
I	
ID card	14, 64, 65, 78, 79, 80
Injuries	50, 71
Internet	20, 21, 54, 64
Introductory Period	8, 16
J	
Job Description.....	29, 30
Jury Duty.....	41
K	
Keys	65, 70, 71
L	
Life Insurance.....	36, 37, 66
M	
Meal period	15, 16, 20, 56, 57
Mediation	10, 17, 19
Medical Certification.....	43
Medical Insurance	35, 45, 51, 66, 67
Mileage.....	25, 41
Military Leave	44, 45
Moving Expense.....	14

N	
Nonexempt	8, 15, 16, 32
O	
OFLA	40, 42, 44, 56
Open enrollment	35, 50
Overtime	7, 8, 32, 39, 40
P	
Part-time	7, 8, 39, 58
Pay day	31, 32, 33, 65, 66
Performance Evaluation	
Personal Leave	37, 44
Personal Vehicles	
Personnel File	14, 17, 36, 64, 65, 66
Personnel Record	14
Premium	33, 35, 36, 37, 43, 44, 50, 67
Promotion	9, 12, 30, 49
Punctuality	56
R	
Reduction	31, 33, 35, 45, 46, 50, 66
References	3, 27, 60
Regular Employee	8, 35, 36, 37, 38, 40, 41, 45, 46, 48, 50, 51
Rehire	8, 50, 51
Relative	13, 22, 42, 61
Rest Period	15, 26
Retiree	8, 64
Retirement Plan	33, 44, 45, 51, 66
S	
Security	13, 19, 21, 22, 23, 24, 33, 48, 50, 58, 68, 74, 75
Senior Administrator.....	8, 14, 27, 38
Serve Trip.....	39
Sexual Harassment	9, 75
Sick Leave	7, 32, 36, 38, 39, 40, 41, 43, 44, 50, 51, 65, 66, 69, 70
Smoking Policy	12
Software	20, 21, 23, 25
Solicitation.....	26
Statement of Faith	53
Support Staff	7, 8, 10, 12, 14, 16, 29, 31, 32, 33, 38, 39, 41, 49, 60, 64, 65, 78, 79
T	
Tardiness	56
Taxes	33, 50
Telephone	19, 20, 22, 26, 27, 58, 65
Temporary Employee	8, 32, 75

Termination.....	8, 9, 10, 11, 12, 14, 16, 17, 19, 20, 21, 23, 25, 26, 35, 36, 37, 44, 51, 56, 60, 64, 65, 66, 67, 70, 75, 76
TIAA-CREF	45, 66
Time Sheet.....	15, 31, 32, 39, 41
Time-Off Report	32
Transfer	8, 12, 13, 16, 23, 24, 30, 43
Transfer Request	12
Travel	14, 23, 25, 26, 33, 70
Tuition Remission	45, 46, 47, 48, 49, 51, 67
V	
Vacation	7, 15, 31, 32, 36, 38, 39, 40, 41, 42, 43, 44, 50, 51, 56, 65, 66, 69, 70
Visitors	13, 21, 57, 59, 75
Voicemail	19, 20, 21, 56
W	
Web Site.....	69
Work Hours	15, 19, 21, 33, 41, 42, 47, 74
Work Schedule.....	15, 41, 56
Workday	15, 31, 33, 39
Workers' Compensation	9, 33, 43, 50, 71, 72
Work week	15, 32, 39, 40, 47, 48