



Staff Handbook

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INTRODUCTION

More than an institution, Gordon-Conwell Theological Seminary (“Gordon-Conwell” or the “Seminary”) is composed of people who are dedicated to the Lord's work and service. We welcome all new employees and trust that there will be a real blessing for you as we share the labors of the Lord from day to day. You are an important member of the Gordon-Conwell Christian family and we are pleased that you have joined us. You are encouraged to become involved in the Seminary community and familiarize yourself with the contents of this handbook.

The purpose of this Staff Handbook is to provide a summary of and general guide to the Seminary's policies and practices as they affect staff, faculty, and administrative employees (i.e., excluding faculty, adjunct faculty, student employees and independent contractors). It is intended to familiarize employees with important information and serves both as an introduction for new employees and as a reference tool for all Seminary personnel. Because no two employment situations are ever exactly alike, the policies described in the Staff Handbook must have some flexibility. Therefore, the Seminary may modify the implementation of the policies summarized here when it determines that particular circumstances warrant individualized consideration.

The policies and practices described in this Staff Handbook supersede any policies, practices or handbooks previously issued by the Seminary, excluding “summary plan descriptions.” Separate “summary plan descriptions” may exist that describe the benefits offered by the Seminary in greater detail than they are described in this Staff Handbook. If there is any inconsistency between the descriptions contained in this Staff Handbook and the Seminary's formal insurance plans or contracts or policy decisions of the Administration, the provisions in the pertinent sources aforementioned shall prevail.

The material contained in this Staff Handbook is for information only, and the policies, practices, and benefits summarized in this Staff Handbook have been adopted voluntarily by the Seminary and do not create any contractual rights, promises, or obligations of any kind with respect to the terms or conditions of employment. All employment with the Seminary is on an at-will basis. As such, you or the Seminary may terminate the employment relationship at any time, with or without notice, and for any reason or no reason.

With the exception of the “at-will” employment policy, the policies contained in this Staff Handbook are subject to modification by the Seminary. The Administration may interpret, alter, supplement, add, rescind, or delete any policy herein at any time as it deems appropriate, in its sole and absolute discretion. Generally, you will be notified of changes through supplements or new editions of the Staff Handbook, but new policies may take effect prior to full communication to employees, at the President's sole discretion. No one at Gordon-Conwell has the authority to alter, revise, amend or revoke any employment policy orally or make any contractual commitments without the written consent of the President's Cabinet.

Your questions, comments and suggestions are welcome and should be directed to the Human Resources Department.

SECTION I: ORIENTATION TO GORDON-CONWELL

1.1 MISSION STATEMENT

To encourage students to become knowledgeable of God's inerrant Word, competent in its interpretation, proclamation, and application in the contemporary world.

To maintain academic excellence in the highest tradition of Christian scholarship in the teaching of the biblical, historical, and theological disciplines.

To train and encourage students, in cooperation with the Church, to become skilled in ministry.

To work with the churches towards the maturing of students so that their experiential knowledge of God in Christ is evident in their character, outlook, conduct, relationships, and involvement in society.

To provide leadership and educational resources for shaping an effective evangelical presence in Church and society.

To develop in students a vision for God's redemptive work throughout the world and to formulate strategies that will lead to effective missions, evangelism, and discipleship.

1.2 COMMUNITY LIFE STATEMENT

Our community life at Gordon-Conwell is bounded and illumined by Scripture. We recognize the unique calling we have as an institution of theological education and seek to live faithfully to our mission of forming women and men to serve the global church. We seek to be a thoughtful, loving, and Christ-centered community of global discipleship, whether in-person or in-digital spaces. As such, the following are our commitments to each other for the sake of our love for Christ, and for our sanctification and witness as we seek to thrive and flourish in this place.

1. We affirm that the Scriptures of the Old and New Testaments are the ultimate guide for our values, attitudes, and behaviors in all relationships. Our statement of faith provides our common commitment to Scripture: <https://www.gordonconwell.edu/about/what-we-believe/>.
2. We will foster the development of spiritual maturity by deepening a personal relationship with Jesus and through participating in corporate worship and prayer and other communal activities.
3. We will keep the unity of the Spirit through the bond of peace, and in gentleness, patience, and humility; we will accept one another in love.
4. We will encourage one another to mature in Christ-likeness by empathetically speaking the truth in love in all areas of our common life.
5. We will value our families, attending to their emotional, spiritual, and physical health and well-being, as well as our own. We will affirm the full value of singleness alongside marriage, childless alongside children; and we will resist actions that threaten these values, such as unaddressed addictions, domestic abuse, and divorce.

6. We will respect and encourage each person's uniqueness in Christ, which includes our diversity of denomination, race, culture, personality, experience, gifts, and goals.
7. We will each become involved individually in a local church and ministering to spiritual and social needs within and beyond our own community. We will practice hospitality and regular rhythms of rest and worship.
8. We hold to a biblical standard for human flourishing and thus will leave behind all behaviors and desires Scripture calls sin, such as gossip, falsehood, stealing, drunkenness, racism, violence, an unforgiving spirit, and sexual immorality of all types, such as, by example only, pornography, and any sexual activities outside of the covenant of marriage between one man and one woman, including premarital intercourse and adultery.
9. We will seek justice, rooted in an understanding that we, as men and women created in the Imago Dei, will treat each other with respect and love without regard to academic abilities, socio-economic status, race, ethnicity, nationality, age, disability status, or any other God-ordained distinction. Injustice and prejudice have no place at Gordon-Conwell Theological Seminary.
10. We believe where conflict or sin occurs in the Gordon-Conwell community, a biblical process, such as stated in Matthew 18:15-20, should be followed to seek correction, forgiveness, restitution, and reconciliation. We will seek truth and peace in love.
11. We will seek to practice a humble attitude of mutual submission according to the mind of Christ, recognizing that at times our personal freedoms must be put aside for the sake of others' conscience and the good of the community. We will do so joyfully.
12. We will seek to encourage the exercise of such spiritual attributes as love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control. Whether we are physically present or in digital spaces, we intend to love our neighbors well.

The Board of Trustees is the final arbiter with respect to determining what is in conformity with the Community Standards. Approved May 2021.

1.3 EMPLOYEE STANDARDS

With God's help, the Seminary's mission can best be achieved through the efforts of a competent, committed and fully engaged Christian workforce. Each employee of the Seminary is expected to uphold the following employment and lifestyle standards:

- a belief in the Bible as the inspired Word of God
- the acceptance of Christ as personal Lord and Savior
- active participation in a local Church body
- willingness to participate in worship and prayer in the Seminary community
- behavior patterns which would not negatively influence others or bring disgrace to the name of Christ
- an eagerness to serve responsibly in the capacity hired
- steadfastness in daily punctuality and consistent attendance
- proper respect for Seminary rules and regulations

- the ability to accept correction and constructive criticism with a desire to grow
- an attitude of patience and gentleness toward others in the Seminary community

1.4 HISTORY/OVERVIEW

We are proud of the rich, century-long heritage of Gordon-Conwell Theological Seminary, which today combines the two long-established institutions, i.e., the Conwell School of Theology and the Gordon Divinity School.

The Conwell School of Theology was founded in 1884 by Russell Conwell, subsequently becoming Temple University in Philadelphia. Gordon Divinity School was established in 1889 in the Boston area by a group of ministers who shared a common burden for missions. Upon the death of Rev. A.J. Gordon, both a prominent minister and a founding leader, the institution proudly took his name.

The Conwell School of Theology and Gordon Divinity School merged in 1969 through the efforts of Dr. Billy Graham, Dr. Harold J. Ockenga and philanthropist J. Howard Pew to form Gordon-Conwell Theological Seminary, a residential campus in South Hamilton, MA. Their vision was for an institution established within a strong evangelical framework, an independent, interdenominational seminary whose constituents are united in the belief that the Bible is the infallible, authoritative Word of God...consecrated to educating men and women in all facets of gospel outreach.

In 1976, Gordon-Conwell founded a second campus, the Center for Urban Ministerial Education (CUME), in Roxbury, MA, to provide theological education for individuals serving in urban communities. A third campus was established in Charlotte, NC, in 1992, followed by an extension site in Jacksonville, FL, in 2006. All three teaching sites were structured as adult education models to serve students already working in ministry or other vocations.

The Ockenga Institute, a continuing and extension education program for pastors and lay persons, extends beyond the scope of the present degree programs in order to provide the educational resources of the Seminary for persons in all walks of life through research, continuing education, service and publication. All programs of the Seminary unite together to fulfill our mission of preparing students for ministry in today's world.

SECTION II: EMPLOYMENT INFORMATION (GENERAL)

2.1 STATEMENT OF NON-DISCRIMINATION

Gordon-Conwell Theological Seminary, as an equal opportunity employer and as an institution which receives federal funds, is committed to non-discrimination against employees and employment applicants. In order to provide equal employment and advancement opportunities to all individuals, employment decisions at the Seminary are based on merit, qualifications, and skills.

In the spirit of and in compliance with related laws, all employment-related decisions are made without regard to an individual's race, age, physical or mental disability, military service, color, gender, pregnancy or pregnancy-related conditions, national origin, genetic information, ancestry, veteran status, military service, application for military service, or any other status protected by applicable law. The Seminary will make reasonable accommodations for qualified individuals with known disabilities or pregnancy-related conditions, in accordance with applicable law.

These non-discriminatory policies and practices apply to all aspects of employment, including recruiting, hiring, job assignment, promotion, compensation, discipline, discharge, benefits, and training.

Individuals who have questions concerning the Seminary's policies of non-discrimination relating to employment are encouraged to bring them to the attention of the Director of Human Resources.

2.2 AMERICANS WITH DISABILITIES ACT AND AMENDMENTS

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with disabilities, the Seminary will make reasonable accommodations that are medically necessary for the known physical or mental impairments of an otherwise qualified employee with a disability, unless the Seminary determines in its sole discretion that such accommodations would result in undue hardship to the Seminary. Any employee who seeks an accommodation relating to a disability should notify the Human Resources Department that he or she is requesting an accommodation to enable him or her to perform the essential functions of his or her position. If a supervisor is made aware of a potential need from an employee relating to a disability, the supervisor will inform the Human Resources Department so that the need can be handled appropriately. The Seminary may require medical documentation supporting the need for the accommodation. The employee should not assume that an accommodation has been granted until he or she has received written confirmation from the Seminary.

Qualified applicants and employees with disabilities are protected from discrimination regarding application procedures, hiring, advancement and other terms and conditions of employment. The Seminary will seek to provide all qualified applicants and employees with disabilities with reasonable accommodations as medically necessary so that they can perform the essential functions of a job, assuming that doing so neither potentially causes harm to the individual or others in the workplace nor imposes undue hardship on the organization.

2.3 PREGNANCY-RELATED ACCOMMODATIONS

The Seminary prohibits discrimination and retaliation against any employee on the basis of pregnancy or conditions related to pregnancy. Employees have a right to be free from discrimination in relation to pregnancy or a condition related to pregnancy, including but not limited to, lactation or the need to express breast milk for a nursing child, and a right to reasonable accommodations for conditions related

to pregnancy. Employees who may need a workplace accommodation because of their pregnancy or pregnancy-related condition should contact the Human Resources Department.

2.4 EMPLOYMENT STATUS

Gordon-Conwell conforms to the Fair Labor Standards Act as well as other applicable state and federal laws.

All employment with Gordon-Conwell is at-will. This means that either you or Gordon-Conwell may end the employment relationship at any time, for any reason or no reason, and with or without notice. Nothing in this Staff Handbook shall be construed to amend or limit the “at will” nature of the employment relationship.

The federal Fair Labor Standards Act provides the essential rules for wage and hour determinations. These stipulate the length of the workweek, and the formula for overtime payment when additional hours are worked. Basically, the law establishes 40 hours as the standard workweek and stipulates that employees who are non-exempt must be paid at 1 and 1/2 times their regular rate for hours worked in excess of 40 in any workweek.

Certain classifications of employees are exempt from coverage of the Fair Labor Standards Act. Exempt employees include those categorized as executive, administrative, professional, outside sales and computer employees (i.e., computer programmers, analysts, etc.).

Each staff member is classified as *exempt* or *non-exempt* based upon a comparison of the scope of job duties and responsibilities against the criteria specified by the law. Details of the exemption criteria are available for review in the Human Resources Department.

Non-exempt employees must be paid overtime pay at time and one-half for all hours worked in excess of 40 hours in a scheduled workweek. Such employees are required to maintain time-card records as more fully described in this Handbook.

Under the law, **exempt** employees are excluded from overtime eligibility. Exempt employees are entrusted with the management of their daily schedules, in consultation with their supervisors as appropriate.

2.5 CATEGORIES OF EMPLOYMENT

REGULAR FULL-TIME - Any staff employee who is regularly scheduled to work thirty (30) hours or more per week for at least nine (9) months each year.

REGULAR PART-TIME: CLASSIFICATION A - Any staff employee who is regularly scheduled to work at least twenty (20) hours, but fewer than thirty (30) hours, per week for at least nine (9) months each year. Part-time employees in this classification may not work on average more than twenty-five (25) hours per week. Such employees will be eligible for vacation, holiday, and sick time, on a prorated basis and are also eligible to participate in the Defined Contribution and Tax-Deferred Annuity plan under our retirement plan with TIAA-CREF. Employees in this category are not eligible for life, long term disability or health insurance coverage. They are also not eligible to participate in the employee tuition benefit program.

REGULAR PART-TIME: CLASSIFICATION B - Any staff employee who is regularly scheduled to work fewer than twenty (20) hours per week. Part-time employees in this classification are not eligible for benefits, except as required by law (e.g., sick time on a prorated basis).

TEMPORARY - Any staff employee hired for a specific short-term assignment not to exceed ninety (90) days. Temporary employees do not acquire continuous service during this period. If hired on a full-time or part-time basis during the period of temporary status, service as a temporary employee will not be considered as continuous service. Temporary employees are not eligible for benefits.

CASUAL LABOR - Any staff employee hired for a short-term assignment or work consisting of just a few hours per week. Casual labor employment is limited to annual earnings of up to \$3,000 per calendar year. Casual labor employees are not eligible for benefits and do not acquire continuous service during the period of employment.

2.6 CHANGES OF STATUS

Should an employee have an approved change in status, for instance, a change from full-time to part-time or from non-exempt to exempt, etc., the Human Resources Department will make the appropriate benefit adjustments. Such adjustments will take effect on the date the change occurred, or on the first day of the month following the change if so dictated by specific benefit provider contracts.

2.7 INTRODUCTORY PERIOD

The first three (3) months of employment are considered an introductory period. Following the first three (3) months of work, a performance appraisal will be conducted by the immediate supervisor, to assess general progress and present suitability for the position. During this time, holiday benefits are applicable, apart from the personal holiday. The employee's "at-will" employment status does not change at any time during or after successful completion of the introductory period. As a result, either the employee or the Seminary may terminate the employment relationship at any time during or after the introductory period, with or without notice, and for any reason or no reason.

2.8 EMPLOYMENT OF RELATIVES

Relatives of staff members are warmly welcomed as employment applicants. However, close relatives of supervisors may not work in the organization or functional organization for which the supervisor is responsible, or in any other capacity in which undue influence may be exerted or in which a conflict of interest otherwise may arise. Also, certain positions involving payroll and Human Resources may not be filled by close relatives of employees. The Seminary has complete discretion to take whatever steps may be necessary to ensure that close relatives do not work under circumstances in which a conflict of interest may arise. Such steps may include transferring one or both of the employees or determining that one of the employees may not remain employed by the Seminary.

For purposes of this policy, the definition of a *close relative* is a spouse, child, parent, brother, sister, son-in-law or daughter-in-law, parent-in-law, sister-in-law or brother-in-law, grandparent, or grandchild, or any person who stands in a foster or step relationship to an employee.

2.9 JOB POSTINGS

As a general policy, all new or existing staff positions that are to be filled will be made known to all Seminary employees prior to filling the position. Announcements of open positions will be posted on the Gordon-Conwell website at <http://www.gordonconwell.edu>. It is each employee's responsibility to periodically check the website for such announcements. Seminary employees will also be given the opportunity to apply and be interviewed for any posted staff position, provided they respond promptly, prior to a decision to hire a non-employee to fill that position.

There will be, from time to time, specific instances in which this general policy may be waived or will not apply. Such instances include, but are not limited to, promotions within a department and lateral transfers within a department. However, in all instances the applicable divisional and Seminary administrative personnel are responsible for making the final selection of the individual to fill an open position. In making that decision, the overall effect on the Seminary's ability to carry out its mission will be considered.

SECTION III: FACILITATING COMMUNICATION

3.1 PERFORMANCE APPRAISALS

In addition to the performance appraisal after the ninety (90)-day Introductory Period, all staff employees will participate in periodic, often annual, performance appraisals. Additional personal conferences and/or formal appraisals may be done at the employee's request and/or at the request and discretion of the Seminary.

3.2 CRISIS COMMUNICATIONS

Crisis communications relates to both emergencies and controversial issues. During such a situation, information is going to get out; our goal is to manage the communications as well as possible to make sure a fair and truthful story is told. Our most important tools are facts and credibility.

In the event a crisis situation is developing, the President will convene the Seminary's crisis management group.

The first objective of the crisis management group is to identify all of the essential facts of the situation.

Both the legitimate public desire for information and privacy concerns should be clearly identified.

The President and crisis management group will designate one person to act as the Seminary's spokesperson on the issue at hand. The Seminary's Director of Communications will be the primary spokesperson in most situations.

No other campus official or employee should respond to questions from the media; all questions should be referred politely, but firmly, to the Communications Office.

All media inquiries should be directed to the Communications Office, including those to the designated spokesperson.

Whenever practically possible, faculty, staff and students are addressed first, beginning with those closest to the occurrence. This may be done through a letter from the President addressed to the Gordon-Conwell Theological Seminary community.

The Seminary should respond only to interview requests made through the Communications Office.

Principal strategies: In dealing with a crisis, Gordon-Conwell:

- will not lie or distort the truth in order to create an inaccurate or false impression
- will respect the role of the media and cooperate with them as much as appropriate
- will clearly articulate the connection between the Seminary's action in a crisis situation or emergency, and the mission of the Seminary

- will not respond to hypothetical situations or to non-Seminary-related or sponsored situations involving Gordon-Conwell students
- will protect the confidentiality of the Seminary's disciplinary process.

For more detailed information on the Seminary's official Crisis Communication Policies and Procedures, please contact the Communications Office.

3.3 WHISTLEBLOWER POLICY FOR SUSPECTED MISCONDUCT & DISHONESTY

The Seminary is committed to the highest standards of business conduct and ethics in all of our institutional practices. The Seminary expects its employees, trustees and volunteers to comply with these high standards with honesty and integrity – consistent with the values set forth in our *Community Life Statement*.

PURPOSE & APPLICATION OF POLICIES

The Seminary has policies designed to protect employees (faculty, staff, administration, and student workers) in carrying out their job duties and also policies and procedures to correct issues of concern, wrongdoing, harassment or needing appeal. These policies are contained in the *Staff Handbook*, *Faculty Handbook*, and *Student Handbook*. Under normal circumstances, the Seminary encourages and expects employees to share their questions, concerns or complaints directly with their supervisor. There are situations, however, such as when the complaint is against the supervisor or is an issue of potential harassment, in which an employee should speak directly with their divisional Vice-President or Dean, the Director of Human Resources, the Dean of Students (for student concerns) or another designated Seminary representative. (Refer to Policies on Harassment and Employee Appeal Procedure contained in the aforementioned Handbooks for specific guidelines.)

There may be occasions or unique circumstances which warrant an alternate channel of reporting, such as suspected financial misconduct or dishonesty. In these instances, regular reporting procedures may be insufficient to address these extenuating circumstances. In these types of circumstances involving potential financial wrongdoing, dishonesty or fraud, the Seminary has established this “Whistleblower Policy” with special protections and reporting procedures.

INSTITUTIONAL COMMITMENT

The Seminary is fully committed to deterrence, detection and correction of any financial misconduct and dishonesty. Discovery, reporting, investigation and documentation of such acts provides a foundation for the issues to be appropriately addressed, protection of innocent parties, and taking appropriate disciplinary action against offenders – up to and including dismissal from employment or other service and/or referral to law enforcement agencies when warranted.

REPORTING RESPONSIBILITIES & PROTECTIONS

This Whistleblower Policy is intended to encourage and enable employees, trustees, volunteers, and others to raise concerns within the Seminary for prompt investigation and action. Before an employee, trustee, or volunteer discloses a violation outside the Seminary, the individual is urged to provide notice to the Seminary in accordance with this policy to allow the Seminary the reasonable opportunity, when appropriate, to take corrective action.

We expect each employee, trustee and volunteer to report any suspected improper accounting or auditing matter - - or other suspected incidences of financial misconduct or dishonesty – regardless of the identity or position of the employee involved.

Some **examples and definitions** of such misconduct are as follows:

- theft or other misappropriation of assets, including assets of the Seminary, our students, suppliers or others with whom we have a business relationship
- acceptance of significant gifts that are intended to unduly influence or obtain favor on the part of Seminary employees
- misstatements and other irregularities in organizational records, including the intentional misstatement of the results of our activities
- use of restricted funds in ways contrary to the documented wishes of the Seminary’s donors
- financial wrongdoing
- forgery or other alteration of documents
- fraud and other unlawful acts
- any similar acts.

The Seminary specifically prohibits these and any other illegal activities in the actions of its employees, managers, administrators and others responsible for carrying out the Seminary’s activities. The Seminary’s guiding principles for assessing employee behavior are defined in its *Community Life Statement*. Financial misconduct that is legal but contrary to stipulations in the *Community Life Statement* is covered by this policy and may constitute grounds for disciplinary action.

All employees and others are enabled and protected to responsibly report violations in accordance with this policy with the understanding that there are certain responsibilities inherent with such a report. An employee or other individual who acts in “good faith” in reporting suspected misconduct shall be protected from any retaliation including any adverse employment or academic consequences. Moreover, an employee or other individual who seeks to retaliate against an individual who has reported a concern in “good faith” under this policy will be subject to disciplinary action, including possible dismissal from employment or other service.

ACTING IN “GOOD FAITH”

Anyone reporting a concern must act in good faith and have reasonable grounds for believing the information disclosed indicates an improper accounting or auditing practice, or an incident of financial misconduct or dishonesty. The act of making allegations that prove to be unsubstantiated, and that prove to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination of employment or other service.

REPORTING PROCESS

Except in the case of more standard employee concerns not expressly covered under this whistleblower policy, employees, trustees and others should report all incidents of potential financial misconduct or dishonesty to the Seminary Audit Committee. All reports of suspected violation received by the Audit Committee will be acknowledged.

The Audit Committee will address all reported concerns expeditiously and with the highest degree of confidentiality possible -- consistent with the need to conduct a thorough investigation. Appropriate disciplinary action will be taken if and as warranted by the investigation.

The Audit Committee has the authority to retain outside counsel, accountants and/or other contacts and resources necessary to conduct a complete and accurate investigation and will have necessary access to Seminary records as necessary and appropriate. All investigations of alleged wrongdoing will be conducted in accordance with applicable laws and established organizational procedures. Procedures will be followed by the Audit Committee to ensure the greatest level of care and complete fact finding possible. Records will be retained appropriately and in accordance with the law.

QUESTIONS

Questions regarding this policy can be directed to the Chair of the Audit Committee, who shall be responsible for the administration, interpretation and application of this policy in accordance with the authority granted by the Board of Trustees.

3.4 PROCEDURE FOR HANDLING THE CONCERNS OF EMPLOYEES

The Seminary makes every attempt to provide an effective and acceptable means for each employee to bring problems and concerns out into the open and discuss them for resolution. Under the Seminary's appeal procedure, an employee may facilitate the resolving of job/position-related problems.

Prior to implementing these complaint resolution procedures, please be reminded of the following, as stated in the beginning section of the GCTS Community Life Statement (approved May 2021):

Our community life at Gordon-Conwell is bounded and illumined by Scripture. We recognize the unique calling we have as an institution of theological education and seek to live faithfully to our mission of forming women and men to serve the global church. We seek to be a thoughtful, loving, and Christ-centered community of global discipleship, whether in-person or in-digital spaces. As such, the following are our commitments to each other for the sake of our love for Christ, and for our sanctification and witness as we seek to thrive and flourish in this place.

As specifically noted in statement number ten from the Community Life Statement:

We believe where conflict or sin occurs in the Gordon-Conwell community, a biblical process, such as stated in Matthew 18:15-20, should be followed to seek correction, forgiveness, restitution, and reconciliation. We will seek truth and peace in love.

If the above recommended action results in no resolution, or where the above recommended action is not feasible, a person who is concerned about the conduct of a member of the seminary community should immediately speak with the Director of Human Resources or other designated administrator to submit a complaint or to see if there are any other avenues available for addressing the concern.

The grievance procedure identified below is available to any employee who has a specific job/position related problem such as specific scope, definition, or assignment of duties, assigned classification, wages/salary, relationship with supervisor in areas of definition and limits of responsibility, authority, or

application of performance standards; or who is not satisfied with the results of the investigation of a formal complaint on harassment (sexual or other). Gordon-Conwell will endeavor to address employee concerns through the procedures outlined in this policy. The Seminary may, however, address any problems falling within the scope of this policy in any manner which it deems appropriate. Nothing in this policy guarantees an employee the right to any particular treatment nor alters the at-will employment relationship between Gordon-Conwell and the employee.

Upon receipt of a completed "Employee Grievance Form," the Director of Human Resources or his/her designee will determine the appropriate next steps for investigation and resolution of the complaint on a case-by-case basis. The Director of Human Resources or his/her designee also may constitute a committee to assist in the investigation, seek the assistance of outside/off-campus professionals, and/or do whatever he/she deems appropriate to ensure that a complete and fair investigation is conducted.

The totality of the circumstances, including the context in which the alleged conduct occurred, will be considered. If the concern is not otherwise resolved, upon completion of an investigation, the Director of Human Resources or his/her designee will provide a copy of the findings of the investigation and the recommendation(s) for action or non-action by the seminary to the individual who submitted the complaint and, if applicable, to the individual about whose behavior the complaint was made. Each individual will then have an opportunity to timely respond in writing to the Director of Human Resources or his/her designee as to whether or not he/she/it accepts the findings and recommendation(s) and why or why not.

Any individual responses, along with the findings of the investigation and the recommendation(s) of the Director of Human Resources or his/her designee, will be submitted to one of the following decision-makers:

1. the appropriate dean, Vice President, or Executive Director of a specific department or his/her designee, if the complaint concerns the conduct of a faculty or staff member; or
2. the President or his/her designee, if the complaint concerns the conduct of a dean, Vice President, or Executive Director of a specific program or campus; or
3. the Chair of the Governance Committee or his/her designee, if the complaint concerns the conduct of the President or a trustee of the seminary.

A decision will be made: 1) after reviewing the findings of the investigation and the recommendation(s) of the Director of Human Resources or his/her designee, 2) after reviewing the individual responses, if any, and 3) if deemed helpful, after consulting with the Director of Human Resources or his/her designee and/or the co-investigator, if applicable. A letter of decision will be provided to the individual who made the complaint, the individual whose conduct was complained about, and to those who need to know to carry out assigned seminary responsibilities. Upon a determination that a violation of a seminary community standard has not been shown by a preponderance of the evidence/facts, no disciplinary action based on the complaint will be taken by the seminary. Upon a determination that a violation of a seminary community standard has been shown by a preponderance of the evidence/facts, appropriate disciplinary action will be imposed.

The applicable decision-maker as identified above may impose disciplinary action and/or take such further steps as necessary to facilitate imposition of disciplinary action, if deemed warranted. Corrective actions for employees (faculty, administrators/managers, and staff level employees) may include

disciplinary action up to and including immediate termination from employment. Corrective action for trustees may include immediate termination of trustee status.

Appeals

To the extent that the individual who submitted the grievance or the individual impacted by the decision of the Dean/Vice President/Executive Director, President, or Governance Committee Chair is not satisfied with the outcome of the investigation and/or the decision reached, an appeal may be made.

Decisions made by the Dean/Vice President/Executive Director may be appealed to the President. Decisions of the President may be appealed to the Chair of the Governance Committee of the Board. Decisions of the Chair of the Governance Committee may be made to the Chair of the Board.

The appeal must be made in writing and timely submitted as set forth in the letter of decision. Except as required to explain the basis of new evidence, an appeal is limited to: 1) review of the findings of the investigation and the recommendation(s) for action by the seminary prepared by the Director of Human Resources or his/her designee; 2) any individual responses timely submitted, as stated above; 3) review of the letter of decision; and 4) review of the letter setting forth the basis of the appeal, which may include new evidence or facts, subject to the qualifications set out in "4" below. Review of the foregoing will only be for one or more of the following purposes:

1. to determine whether the original investigation was conducted fairly, in conformity with prescribed procedures, and with both the individual bringing the complaint and the individual against whom the complaint was brought having a reasonable opportunity to present his/her position.
2. to determine whether a decision reached that a seminary community standard was violated was supported by a preponderance of the evidence/facts.
3. to determine whether or not any disciplinary action imposed was appropriate for the found violation(s).
4. to consider new evidence sufficient to alter the decision or other relevant facts not brought out in the investigation because such evidence and/or facts were not known to the person appealing at the time the original investigation was completed nor by the time designated for the individual to respond to the findings and recommendation(s) of the complaint resolution officer or his/her designee.

Other Related Matters

Confidentiality. The seminary values responsible speech and seeks to create and maintain a redemptive environment. Therefore, the seminary strives to protect the privacy of all involved parties. However, disclosure will be made to those who need to know in order to carry out assigned seminary responsibilities, to the individual who submitted the complaint, to the individual about whose conduct the complaint was made, and otherwise, only in accordance with applicable state and federal laws. All records of complaints about the conduct of employees will be maintained by the Human Resources Department, and about the conduct of trustees will be maintained by the Office of the President. All

records will be maintained in conformity with state and federal privacy and disclosure requirements and seminary policies and procedures. Such records will be made available to seminary administrators/managers and trustees who have a need to know, and otherwise, only in accordance with applicable state and federal laws.

Timeliness. It is the intent of the seminary to resolve allegations of a violation(s) of a community standard(s) in as timely a manner as possible. A complaint form alleging a violation(s) of a community standard(s) should be immediately submitted to the employee's immediate supervisor and/or the Director of Human Resources (if the complaint involves the immediate supervisor). Because of the difficulty of obtaining evidence and because memory fades with the lapse of time, the seminary reserves the right not to investigate and/or implement these procedures, if a complaint is submitted more than ninety (90) calendar days after the incident or last incident that gave rise to the complaint.

Continuation of Process. Upon receipt of a completed "Employee Grievance Form," the Director of Human Resources or his/her designee at his/her sole discretion may proceed with investigation and resolution of the complaint, even if the individual submitting the complaint is subsequently unwilling to proceed as a participant in the complaint resolution process.

The Employee Grievance Form, as well as further details and instructions may be obtained from the Human Resources Department.

SECTION IV: EXPECTATIONS OF EMPLOYEES WHILE ON THE JOB

4.1 EMPLOYEE CONDUCT

To ensure orderly operations and provide a supportive, professional workplace, Gordon-Conwell expects employees to follow rules of conduct that will protect the interests and safety of all employees, students and visitors. Accordingly, employees are expected to be a positive reflection of the Seminary by being courteous to co-workers, students, family members, and other visitors, by using the Seminary's resources and equipment appropriately, and by complying with the Seminary's *Community Life Statement*, policies and practices and with federal, state and local laws. For all employees, professional conduct should be a matter of course.

While it is not possible to list all forms of behavior that are considered unacceptable in the workplace, the following are examples of violations that may result in suspension without pay and/or other disciplinary action, up to and including termination of employment:

- Theft, damage to or inappropriate removal or possession of property of the Seminary, students, co-workers, or visitors
- Falsification of I-9, timekeeping, business or travel expenses or any other employment records
- Working under the influence of alcohol or illegal controlled substances (including, but not limited to, marijuana)
- Possession, distribution, sale, transfer, or use of alcohol or illegal controlled substances (including, but not limited to, marijuana), or misuse of prescription drugs in the workplace
- Fighting or threatening violence in the workplace
- Boisterous or disruptive activity in the workplace
- Insubordination
- Conduct, including but not limited to speech, that harms or threatens harm to others or is abusive or offensive
- Failure to work in a manner consistent with the Seminary's philosophy
- Violation of safety or health rules
- Violation of the Seminary's policies regarding sexual or other harassment
- Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace
- Excessive absenteeism, tardiness, abuse of meal/break periods, or any unauthorized absence
- Unauthorized use of telephones, the mail system, or any equipment owned by the Seminary
- Unsatisfactory job performance or conduct
- Unethical, dishonest, or criminal conduct
- Unauthorized disclosure of proprietary, confidential or personal information, or violation of the Seminary's policies that seek to protect such information

If an employee's performance, work habits, overall attitude, conduct, or demeanor becomes unsatisfactory, as determined by the Seminary in its sole discretion, based on violations of this policy or of any other policies or rules of the Seminary or the Seminary's *Community Life Statement*, the employee may be subject to disciplinary action, up to and including termination of employment.

4.2 HOURS OF WORK

The work that employees perform is very important to the Seminary. Therefore, the Seminary must be able to depend on its employees to report to work regularly and on time. All employees are expected to be present and ready to work at their scheduled times.

Employees who work six (6) hours or more in a day receive a thirty (30)-minute meal break that day. For non-exempt employees, this meal break will be unpaid. In order to ensure adequate staffing and accommodate operating needs, meal breaks will be scheduled by each employee's Department Head. The Seminary may provide additional breaks of short duration (*i.e.*, fifteen (15) minutes) to employees within the sole discretion of and at times scheduled by the Department Head.

From time to time, adjustments to working schedules may be appropriate. Such adjustments may be made by a Department Head with approval of the Divisional Vice-President or Dean, with notification to the Director of Human Resources.

Hamilton Campus

The normal working day at Gordon-Conwell for employees working at the Seminary's Hamilton campus is from 8:00 AM to 4:30 PM, Monday through Friday.

Employees in the Physical Plant Department are on a forty (40)-hour workweek schedule, and their daily hours are set by the Department Heads. Certain maintenance personnel are on a rotating "on-call" schedule.

Boston Campus

For employees working at the Seminary's Boston campus, the normal working day is 9:00 AM to 5:00 PM, Monday through Friday.

Other Campuses

Employees working at the Seminary's Charlotte and Jacksonville campuses should refer to the appropriate Staff Handbook State Supplement for information regarding their working hours and break periods.

4.3 OVERTIME (APPLIES TO NON-EXEMPT EMPLOYEES ONLY)

From time to time, operating requirements may require employees to work overtime. All overtime work performed by non-exempt employees, including an early start or a late finish, must be authorized in advance by the employee's supervisor.

Non-exempt employees will receive overtime pay for all hours actually worked in excess of forty (40) hours in one payroll week. Overtime pay is calculated at one and one-half times the employee's regular rate of pay. Any hours worked by non-exempt employees that are not in excess of forty (40) hours in one (1) payroll week are paid at the employee's regular hourly rate of pay.

Because unauthorized overtime is against Seminary policy, employees who work overtime without advance approval may be subject to disciplinary action.

4.4 ATTENDANCE AND TARDINESS

As each employee is an essential part of our institution, it is important that each be prompt and regular in his or her attendance. All employees should understand that as part of their employment with the Seminary they are expected to abide by the work schedule and work their full scheduled work days. In cases of absence or tardiness, you are expected to notify your supervisor directly. Except where circumstances make this impossible, you must notify your supervisor as early as possible. In the event that your supervisor cannot be reached, you are expected to notify your supervisor's office or, lastly, the office of your Divisional Vice-President. If possible, notification should be made sufficiently in advance so that arrangements may be made to cover your position.

Pay for time lost from work due to personal illness or injury that is not job-related will be handled in accordance with the Seminary's sick-time policies. If a non-exempt employee is late reporting to work, the employee's supervisor may, at his or her discretion, arrange for the employee to make up the time lost during the same payroll week.

Except for sick time taken in full compliance with the Seminary's sick-time policy and applicable law, if an employee is absent from work for more than three (3) consecutive scheduled work days without notifying the Seminary, the employee will be regarded as having resigned without notice (*i.e.*, job abandonment), effective as of the start of business on the fourth day of absence.

4.5 STATEMENT ON FULFILLMENT OF RESPONSIBILITIES

The Seminary recognizes the right of employees (administration, faculty and staff) to engage in off-campus activities as a matter of conscience. There must also be recognition on the part of those who engage in such activities that personal freedom must be balanced with responsibility to the Seminary, and that the Seminary requires the fulfillment of normal work responsibilities. If engaging in off-campus activities results in unauthorized absence from work or poor work performance by employees, the Seminary may take appropriate measures to address such issues.

4.6 DOCTOR OR DENTIST APPOINTMENTS

The Seminary encourages employees to make their doctor or dentist appointments during non-working hours. If necessary, however, doctor or dentist appointments may be scheduled during working hours in accordance with the Seminary's Sick Time policy. When a non-exempt employee must schedule a medical appointment during working hours, he or she will be allowed to use any available sick time. If mutually agreed to by the employee and his or her supervisor, the employee may make up the time away from work for a doctor or dentist appointment rather than utilizing sick time. However, such lost time makeup must occur within that same 40-hour workweek.

4.7 INCLEMENT WEATHER POLICY

The overriding concern in determining whether to close the offices and cancel classes will be the safety of students and employees. The next highest concern will be the fact that our reason for being is to provide an education, which requires that classrooms be open. Out of concern for the safety of our students and employees both on campus and off campus, there will be times when it is necessary to cancel classes and close offices due to inclement weather and/or in order to remove the snow from roads and parking lots on campus. Also, to be taken into consideration is the fact that many of our students and employees live in other communities, and travel on area roads may be hazardous even though our campus may be clear.

Whenever reasonable and practicable, classes will be canceled for only that portion of the school day necessary out of concern for safety and/or to clear the campus roads and parking lots in the case of snow. To minimize the length of time that the campus must be closed, in the case of snow, whenever a decision is made to close the offices and cancel classes, employees and off-campus students will be required to leave campus so that snow can be removed quickly to allow their early reentry.

Hamilton & Boston Campus

Once a decision is made to cancel classes and close offices, the Registrar will arrange for that notice to be broadcast on Channel 4 (WBZ), Channel 5 (WCVB) and Channel 7 (WHDH) and on radio stations WBZ (1030 AM) and WRKO (680 AM), as well as on www.boston.cbslocal.com www.thebostonchannel.com and www.whdh.com. A message will be placed on the automatic telephone service by 6:00 a.m. which employees can access by calling:

Hamilton Campus: 978-468-7111

Boston Campus: 617-427-7293

When a midday decision to close is made, notices will be sent electronically to all departments, faculty and classes, and posted in multiple appropriate locations around the campus. A voice mail message will also be sent to offices.

Other Campuses

Employees working at the Seminary's Charlotte and Jacksonville campuses should refer to the appropriate Staff Handbook State Supplement for information regarding how notice of class cancellations/campus closings will be provided.

If the administrative offices are closed for the normal work day, any non-exempt employee required to work during the normal business day will be paid at time and a half for the hours worked that day.

If in the case of inclement weather/a snow or storm day the offices are not closed and you choose not to report to work, based on a personal judgment of your situation, you may choose one of the following options:

1. Take the day as a personal holiday
2. Take the day as a vacation day
3. Make arrangements with your supervisor to make up the time; however the time must be made up within that same 40-hour workweek.
4. If none of these options is chosen, you will not be paid for the hours that you are normally scheduled for that day.

Non-exempt employees who report to work late due to inclement weather/storm difficulties will receive full pay provided they report by 11:00 a.m. or by the time of the delayed opening if it is later.

4.8 TRAVEL POLICY

Many staff are required or expected to travel as part of their normal work responsibilities. We appreciate employees' willingness to do this as part of their Seminary-related responsibilities. As such, the Seminary has established policies and procedures relating to travel.

As a matter of sound business practices, travel should be booked at the most reasonable rates and must meet IRS criteria of being appropriate, necessary and reasonable – as well as be supported by adequate accounting and recordkeeping.

The Seminary will pay all reasonable business-related expenses of employees while they are traveling on Seminary business. The Seminary relies on its employees' personal responsibility to ensure appropriate and economical use of funds, accurate accounting, and documentation of expenses. Employees should utilize Concur to submit expenses, with all necessary documentation and supervisory approval to the Financial Services Office for processing. While original receipts do not need to be retained after submitting them through Concur, it is worthwhile to hold on to them until the expense has been approved.

All travel plans, including spouse/family member, should be approved by an employee's supervisor prior to arrangements being made. In order to be eligible for reimbursement of travel expenses, all items are subject to approval and must be submitted through Concur in a timely manner with necessary documentation.

Please note that this is an abbreviated version of the travel policy, and employees should contact Financial Services for complete policy guidelines.

Non-Exempt (Time Card) Employee Travel

Certain non-exempt positions may occasionally require travel and we appreciate employees' willingness to do so. Employees in positions that are classified as non-exempt under the Fair Labor Standards Act are eligible for compensation for the time they spend traveling. The compensation an employee receives depends upon the kind of travel and whether the travel time takes place within or outside normal work hours.

Travel Time Defined

"Travel time" is defined as the time the employee arrives at the airport to the time he/she reaches his/her destination. Travel between home and work or between the hotel and worksite is considered normal commuting time and is not eligible for compensation.

Home to Work on a Special One-Day Assignment in Another City

In a scenario in which an employee who regularly works at a fixed location in one city is given a special one-day assignment in another city and returns home the same day, the time spent in traveling to or return from the other city is work time, except that the Seminary will not count that time the employee would normally spend commuting to the regular work site.

Travel Time Within Normal Work Hours

Any portion of authorized travel time that takes place within “normal work hours” on any day of the week, including Saturday and Sunday, is treated as “work hours.” Travel time within normal work hours will be paid at the employee’s regular hourly rate and will be factored into overtime calculations.

Travel Time Outside Normal Work Hours

Any portion of authorized travel time (with the exception of driving time) that takes place outside of normal work hours is considered to be outside travel hours. When a non-exempt employee is required to travel as a passenger in an automobile, plane or any other mode of transportation *outside* of normal working hours, he/she will be compensated at *one-half* his/her regular hourly rate for that portion of travel time that takes place outside of normal work hours. Unlike work hours, outside travel hours are not factored into overtime calculations.

All authorized travel time spent driving an automobile (as the driver, not as a passenger) is treated as work hours, regardless of whether the travel takes place within normal work hours or outside normal work hours. (If, however, an employee drives a car as a matter of personal preference when an authorized flight or other quicker travel mode is available, only the estimated travel time associated with the authorized mode will be eligible for reimbursement.)

Calculating and Reporting Travel Time

Employees are responsible for accurately tracking, calculating, and reporting travel time on their timecards in accordance with this policy. Meal periods are not included in the definition of “normal work hours” and, therefore, should be deducted from all travel time.

Questions and Approval Process

All travel plans should be approved by an employee’s supervisor prior to arrangements being made. In order to be eligible for reimbursement of travel expenses, all items are subject to approval and must be submitted in a timely manner with necessary documentation and receipts attached.

Questions regarding expense reporting and eligible travel expenses should be directed to the Seminary’s Financial Services Office. Questions relating to non-exempt employee travel should be directed to the Human Resources Department.

4.9 GIFT ACCEPTANCE POLICY

We rely on employees to use good judgment and common sense as to whether it is appropriate to accept a gift that arises in the regular course of business interactions. The gift acceptance policy is intended to provide guidelines on gifts, gratuities or any other items offered as a result of a business relationship for which the recipient does not pay fair market value. This includes things such as material goods, travel and accommodations, tickets to sporting or cultural events, equipment and any other merchandise or services. Typically, these items are forms of courtesies designed to build partnerships and goodwill between various business entities such as with vendors, potential vendors and others with whom the Seminary does business. However, potential conflicts of interest can extend beyond vendor relationships to others such as students, alumni, or even donors. Ethical problems can exist when these items compromise an individual’s ability to make objective and fair business or academic decisions.

For these reasons, employees should not accept or solicit gifts, services or gratuities from vendors, potential vendors or others except for those that are not of significant monetary value. Acceptable items would be, for instance, invitations to business meals or entertainment or unsolicited promotional items such as T-shirts, tote bags, nominal gift cards and other giveaways that are typically less than \$25 in value. Items such as vendor rebate checks and rebate gift cards occasionally received when the Seminary makes purchases should be given to the Financial Services Office or used toward future Seminary purchases. Also, equipment or software greater than \$25 in value may be accepted for the Seminary's use, with the approval of the department supervisor or the Financial Services Office. There may be limited occasions when it would be acceptable to accept a gift of higher value that would benefit the Seminary and would not create an inappropriate business relationship. In these limited cases or any time an employee is unsure on whether or not it is appropriate to accept an item; they should consult with their supervisor and the Controller/Director of Financial Services for clarification.

4.10 ACCEPTABLE USE AND COMPUTER DEPLOYMENT POLICIES

The **Technology Services** department exists to enable staff and faculty to minister effectively to Gordon-Conwell students through the creation and maintenance of IT and AV infrastructures.

- For more information about the services provided, visit the [Technology Services website](http://tech.gordonconwell.edu) at tech.gordonconwell.edu.
- Please carefully review the [Policies](https://www.gordonconwell.edu/technology-services/policies/) section of the Technology Services website (<https://www.gordonconwell.edu/technology-services/policies/>) and note the following:
 - All Gordon-Conwell employees agree to abide by the terms and expectations covered in the **Acceptable Use Policy**.
 - Computers are issued to Gordon-Conwell employees as described in the **Computer Deployment Policy**.
- Please direct any questions to tech@gordonconwell.edu.

4.11 SOCIAL MEDIA

Social media is a powerful tool for education, engagement, and promotion. Gordon-Conwell Theological Seminary supports its use in the development of a “thoughtful, loving community of global discipleship.” This policy is intended for anyone that creates content for and/or posts on behalf of Gordon-Conwell on social media channels. It also addresses those who have identified themselves as our staff and faculty on their personal accounts.

Other relevant policies and resources are available at the end of this document.

Social Media Accounts, Pages, and Groups:

- The Marketing and Communications Office (MARCOM) maintains Gordon-Conwell's institutional social media presence on [Facebook](#), [Instagram](#), [YouTube](#), [Twitter](#), and [LinkedIn](#). If there is information you would like shared on one of these accounts, please email

communications.office@gcts.edu. MARCOM also oversees all social media affiliated with Gordon-Conwell.

- *Before creating a social media account, page, or group* associated with Gordon-Conwell, please fill out the [Social Media Account Request form](#). The Director of Marketing and Communications will review the request and schedule time to discuss your goals and strategy with you. Social media presences require planning, engagement, and monitoring, and our efforts are most effective when they are streamlined; there may be times in which your goals may be best accomplished through an existing channel and audience.
- All social media accounts, pages, and groups that are associated with the Seminary must be registered with MARCOM. While you will be responsible for maintaining the social media presence, MARCOM must also have passwords and/or administrative access. Please register using [Social Media Account Registration form](#). All new accounts must first fill out the [Social Media Account Request form](#) and await a response.
- Employees are required to obtain prior written authorization from MARCOM before posting a message that is in the Seminary's name or could reasonably be attributed to the Seminary. If you have identified yourself as a Gordon-Conwell staff or faculty member on a personal social media account, we request that you add a disclaimer in your profile/bio stating that the thoughts expressed are your own.

Content and Communications:

1. All content and communications, on personal and institutional accounts, are to exhibit the Fruit of the Spirit and adhere to our [Community Life Statement](#). The Seminary may request that employees edit or remove any communications or posts, in accordance with the Seminary's policies and/or applicable law. Anything that diverges from the Community Life Statement may lead to disciplinary procedures by Human Resources or the Dean of Students, and it may result in loss of institutional account privileges.
2. Remember that when posting to a social media channel associated with Gordon-Conwell, you are speaking on behalf of the Seminary on a public platform. All content and communications should represent and demonstrate unity with the Seminary and be consistent with our brand guidelines.
 - Our institutional beliefs should be stated in a positive manner, in terms of what we believe instead of what we do not believe. In general, content should not align or distance us from persons, organizations, or social, and political movements
 - Use caution in determining who to follow and where to post.
3. Be professional but conversational in tone, avoiding dense text and complicated or internal wording.
4. Content should be a mixture of education, engagement, and promotion, always tagging or linking back to Gordon-Conwell accounts and our website when possible.
 - Creating a content calendar can help you consistently provide relevant content. Posting schedules and content guidelines (i.e., copy length, picture dimensions, etc.) should follow each social media channel's best practices.
 - If you unintentionally post incorrect information, correct it as soon as possible.
5. All content should respect the copyright of intellectual property and creative work, confidentiality, and privacy—see Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Family Educational Rights Privacy Act (FERPA).

Account Maintenance and Responses:

1. Accounts, pages, and groups should be logged into at least once a day to monitor activity and engage with the audience.
 - o Facebook groups require more monitoring and engagement by nature. Administrators should consider reviewing posts by members before they are published.
 - o Inactivity for more than three months may subject an account, page, or group to be deletion or merger.
2. Positive or neutral comments should be responded to or “liked.” Feedback should be sent to appropriate Seminary parties.
3. Complaints and negative experiences should be acknowledged and directed to the appropriate office, and any incorrect information should be gently corrected. While chronic complainers and “trolls” should be monitored and not engaged with, comments that are offensive, inappropriate, or linked to spam, should be deleted immediately. *If a situation escalates, please review the Social Media Crisis Strategy and immediately notify MARCOM.*

Have Questions? Contact MARCOM at communications.office@gordonconwell.edu

4.12 PERSONAL INFORMATION SECURITY POLICY

The Seminary recognizes the importance of maintaining the security of personal information and therefore complies with all laws regulating the retention of such information. For purposes of this policy, in Massachusetts “personal information” is defined as a person’s name (either the person’s first and last names, or the person’s first initial and last name) in combination with the person’s Social Security number, driver’s license or state-issued identification number, financial account number, or credit or debit card number. Personal information may be found in printed documents and hard files, but can also be collected, accessed and stored electronically. Personal information is covered by this policy whether it is printed or electronically stored.

Employees are required to take all reasonable measures to limit access to personal information, and to limit the collection or retention of personal information, to only what is reasonably necessary to accomplish the legitimate purpose for which the personal information is collected, stored or accessed. Further, employees are required to comply with all information security laws and regulations, and any other policies and programs adopted by the Seminary to comply with the Seminary’s obligations to maintain the security of personal information. **Employees will be provided with and required to abide by all requirements set forth within the Seminary’s Written Information Security Program (“WISP”).**

Policy Responsibility

The **IT Department** has responsibility for ensuring adherence to the Seminary’s Personal Information Security Policy. Any questions concerning these policies should be directed to the **Chief Information Office and/or the Director of the IT Department.**

4.13 CONFIDENTIALITY

The Seminary maintains confidential information on constituents and other Seminary matters for official business purposes. Employees are only permitted to access confidential information for which they have

been authorized, and are prohibited from viewing, divulging, or using in any other manner confidential information obtained through their authorized access for purposes other than official Seminary business. In addition, employees are required to be in full compliance with any other confidentiality rules and policies such as FERPA regulations and the Acceptable Use Policy. For more information on FERPA regulations pertaining to maintaining the privacy of student data, employees should contact the Dean of Enrollment Management/Registrar. For additional guidance on the Acceptable Use Policy, employees should contact the Chief Information Officer, the Director of Human Resources or their supervisor. If there is a question of whether certain information is considered confidential, employees are encouraged to first check with their immediate supervisor. This policy is intended to alert employees to the need for discretion and care and is not intended to inhibit normal business communications.

4.14 WORKING FROM HOME/REMOTE WORK/TELECOMMUTING

General statement

Gordon-Conwell currently maintains operations on four campuses: Boston, MA; Charlotte, NC; Jacksonville, FL; and South Hamilton, MA. The normal working hours and other campus-specific policies are described in the Staff Handbook. In general, faculty and staff members are expected to perform their duties on-campus, unless otherwise specified in their employment contract or as negotiated with their direct supervisor.

Gordon-Conwell has found that having certain employees work remotely on either a full- or part-time basis, which enables them to fulfill their job responsibilities away from campus, may be beneficial for both the Seminary and those employees. Also, certain events or circumstances may necessitate that employees work remotely for some period of time. Remote work is not appropriate for all types of jobs or all individuals, however.

The needs of each campus/program differ sufficiently such that Executive Director and/or Dean of each campus/program may need to make a campus-specific or program-specific determination about the practicality of remote work or working from home arrangements in order to meet the needs of students.

As a practical measure, it is expected that all departments and offices have a physical presence on campus during normal business hours, meaning that at least one person be available from each department or office to answer in-person questions.

Types of remote working arrangements

1. Remote workers

To the extent that a position has been determined to be a full-time remote position, it will be specified in the job description and/or in an employee's offer letter/contract. The determination of whether a position qualifies as a remote position will be made by the Human Resources Department in consultation with the President's Office and the supervisor.

2. Working from Home (WFH)

A WFH arrangement is different from remote work in that an employee with a WFH arrangement is generally expected to be present on campus during normal working hours.

The Human Resources Department, in consultation with the employee's supervisor(s), will decide, in its sole discretion, whether a remote work arrangement is a viable option for a particular employee and/or circumstances, based on several factors, including:

- The Department or broader Seminary's needs;
- The employee's circumstances;
- The employee's ability to define goals, organize tasks, and work independently to achieve them;
- The employee's past and present level of job performance; and
- The job type, including whether a job's successful performance can be assessed in terms of identifiable outcome measures.

If the Seminary agrees to a work from home arrangement, the employee may be required to sign a Work from Home/Remote Work Agreement which will detail various aspects of the arrangement. A work from home and/or remote work arrangement can be terminated at any time for any reason by the Seminary.

All of the Seminary's rules, policies, practices, and instructions apply to remote work, regardless of where you work. Any violation of the Seminary's rules, policies, practices, and instructions may result in preclusion from working remotely and/or disciplinary action, up to and including termination of employment.

Guidelines for remote work and working from home

Prior to entering into a remote work or working from home arrangement, supervisors should meet with their employee(s) to determine how remote work and/or working from home can be done successfully. Included in this discussion should be:

- Potential impact on "customers," co-workers, and management
- Deliverables and deadlines
- Measurable performance goals and expectations
- How and when check-ins between supervisors and employees will take place
- Potential challenges of working from home and how those challenges will be met

On an ongoing basis, supervisors and employees should:

- Be clear on employee priorities, focusing on the expectations, tasks, and responsibilities agreed upon as measures of success.
- Be proactive in regular communications to stay connected and resolve issues as they arise.
- Ensure that accomplishments, project status, outcomes, and deliverables are visible as appropriate.
- Invite and encourage feedback from co-workers, management, and customers about how a virtual work arrangement is affecting them.

Specific working arrangements

1. Computers and related technology

All full-time and part-time staff and full faculty members will be provided with a seminary-owned computer according to the [Computer Deployment Policy \(https://www.gordonconwell.edu/technology-services/policies\)](https://www.gordonconwell.edu/technology-services/policies). Faculty and staff members who have been issued GCTS laptop computers are expected to use these laptops when working from home, as they are equipped with GCTS-specific software to protect both employees and the Seminary. The [Acceptable Use Policy \(https://www.gordonconwell.edu/technology-services/policies\)](https://www.gordonconwell.edu/technology-services/policies) continues to apply when working from home. Employees are encouraged to review the Acceptable Use Policy to ensure that computers are primarily used for Seminary-related work. Personal usage of GCTS computers is permitted as long as such usage follows pertinent guidelines identified in the policy.

The IT department will work with faculty and staff members who are working from home to ensure that they have appropriate access to the GCTS network and other applications that may be necessary to successfully fulfill their respective roles and responsibilities.

All student worker positions that require computer access will be provided with a seminary-owned computer according to the [Computer Deployment Policy \(https://www.gordonconwell.edu/technology-services/policies\)](https://www.gordonconwell.edu/technology-services/policies). These computers are shared devices issued to the department based upon a one computer to one FTE ratio. Supervisors should schedule student workers appropriately. While this does not preclude student workers from working from home, it does mean that student workers would not generally be able to bring the shared device home. Student workers are subject to the same Acceptable Use Policy and may be required to take the necessary cybersecurity training to ensure safe practices are in place.

GCTS network resources (i.e. resources requiring VPN access) will not be accessible on personal devices, as the necessary hardware and software requirements for safe and secure network access will not be present.

The Seminary **will not be** responsible for paying for, supplying, or supporting Internet access for employees working from home. In addition, the Seminary will not be responsible for providing peripherals such as keyboards, mice, printers, monitors, or other hardware or software that is not otherwise standard issue at the Seminary. To the extent that a department deems it necessary to supply one or more of these items to employees working from home, departments may utilize their own budget for such purposes, subject to general Seminary purchasing guidelines.

2. Facilities

The Seminary encourages employees who are working from home to:

- Identify an appropriate workspace that is separate and distinct from the “home space” and conducive to working effectively with as few interruptions as possible.
- Design their workspace for efficiency, with all the documents and materials they need.
- Identify and/or create a healthy workspace – good light, comfortable temperature, ergonomically suitable desk arrangement (e.g. good chair, standing desk).
- Work with family members to minimize distractions.
- Establish good practices for taking breaks, eating, interacting with others, stretching/walking.
- Update their email, voicemail greeting, staff calendar etc. on a regular basis with a schedule, availability (or not), and contact information.

The Seminary **will not be** responsible for identifying home working spaces for employees, nor will the Seminary pay for modifications to existing facilities to accommodate working from home.

Nothing in these guidelines is meant to change or replace information contained elsewhere in the Staff Handbook.

4.15 GOOD HOUSEKEEPING

The overall physical condition of the workplace conveys a message to students, visitors, and other employees regarding the quality and professionalism of the Seminary. Therefore, it is the policy of the Seminary to require that work areas be kept clean and orderly, and all confidential or sensitive information be put into locked storage files at the end of each workday.

Employees are also required to follow all health, safety, and sanitation procedures for their work areas as provided by the Seminary in compliance with federal, state, and local guidance.

In addition, the Seminary's facilities are costly, as are their furniture and equipment; they should be treated with care to preserve the Seminary's investment and to ensure that others who follow in the work area inherit a workplace that is as attractive and functional as it was for those who came before.

4.16 SOLICITATION AND DISTRIBUTION

Non-Employees

In an effort to ensure a productive work environment, persons who are not employed by the Seminary are prohibited from soliciting or distributing literature or other materials, for any purpose and at any time, within the Seminary's buildings, premises, or property.

Employees

The Seminary recognizes that employees may have interests in events and organizations outside the workplace. However, employees are prohibited from soliciting or distributing literature or other materials regarding outside activities during their working time and during the working time of the employee(s) being solicited or receiving the distribution. Moreover, employees are prohibited from distributing literature or other materials at any time in Seminary work areas.

Definitions for the Purposes of this Policy

- a. "Soliciting" includes approaching anyone for any of the following purposes: offering anything for sale, asking for donations, collecting funds, canvassing or seeking to promote, encouraging or discouraging (i) participation in or support for any organization, activity, or event or (ii) membership in any organization. Handing out or delivering membership cards or applications for any organization is considered soliciting.
- b. "Distributing literature or other materials" includes handing out or delivering to anyone any literature or any other printed or written materials (except that handing out or

delivering membership cards or applications for any organization is considered soliciting).

- c. "Working time" does not include meal periods, coffee breaks, or rest periods or other specified periods during the work day when employees are properly not engaged in performing their work duties.
- d. "Work areas" includes Seminary buildings, premises, or property or any other location at which an employee is performing work on behalf of the Seminary.

SECTION V: SAFETY AND HEALTH

5.1 POLICY ON ALCOHOL USE, MARIJUANA USE AND SMOKING ON CAMPUS

Alcohol

Employees shall not report to work or perform work for the Seminary under the influence of alcohol. Employees are also prohibited from consuming alcoholic beverages on any Seminary campus or premises (including parking areas), or while otherwise engaged in the Seminary's business. Use of alcohol in any motor vehicle while engaged in Seminary business is prohibited, as is the operation of any motor vehicle on Seminary business while under the influence of alcohol. In addition, the unauthorized sale, purchase, transfer or possession of alcohol on the Seminary's premises (including parking areas), or while otherwise engaged in Seminary business is prohibited.

Marijuana Use

Although medical and/or recreational use of marijuana use is legal in certain circumstances in Massachusetts, such use remains illegal under federal law. Moreover, Massachusetts law does not allow possession or consumption of marijuana on the grounds of any school (including school-provided housing). Accordingly, the Seminary prohibits possession or use of marijuana.

Smoking and Vaping

Smoking is prohibited at all time on the Seminary's campuses. Smoking is not permitted in any on-campus buildings, on Seminary grounds, or in connection with any Seminary-sponsored activity or in any off-campus offices and classrooms. For purposes of this policy, "smoking" includes the use of tobacco products through pipes, cigars and cigarettes and the use of e-cigarettes, regardless of whether they contain tobacco. This policy applies to all individuals on the Seminary's premises, including all employees, students, vendors and visitors.

For more information please see our Drug-Free Schools and Campuses regulations:
<https://www.gordonconwell.edu/community/campus-safety/overview/#hamilton>

5.2 POLICY ON DRUGS AND ALCOHOL

Gordon-Conwell is a drug-free environment in compliance with the federal Drug-Free Schools and Communities Act of 1989. The law declares that students and employees have the right to study and work in a setting free from the effects of drug or alcohol abuse. In keeping with the principles outlined in our *Community Life Statement* and our Christian tradition as a theological Seminary which prepares men and women for Christian ministry, the following policies are adopted in compliance with the law.

Seminary policy prohibits the following:

1. The use, possession, manufacture, distribution or sale of illegal drugs (including marijuana), controlled substances, or drug paraphernalia on Seminary premises, in Seminary-supplied vehicles or at any official function or Seminary activity. (Gordon-Conwell Premises include

all land, property, buildings, structures, installations, parking lots, means of transportation owned or leased to Gordon-Conwell or otherwise being utilized for Gordon-Conwell business, and private vehicles parked on Gordon-Conwell premises.)

2. The use, possession, manufacture, distribution or sale of alcoholic beverages on Seminary Premises, in Seminary-supplied vehicles or at any official function or Seminary activity.
3. Being under the influence of an unauthorized controlled substance, illegal drug or alcohol on Seminary Premises, in Seminary-supplied vehicles, or at any official function or Seminary activity.
4. The use of alcoholic beverages or drugs that adversely affects an employee's work performance, or that is a threat to individual safety on the part of students or employees, or that adversely affects the Seminary's reputation in the public arena.

For employees, the following procedures will be observed in cases of suspected abuse or violation of the above policies:

- Referral for investigation of possible abuse or violation of the policy will be made to the Human Resources Department. Referral may come from a number of sources including a self-referral, referral from supervisor, or from any individual who has a valid reason to believe that the policy has been violated.
- The Seminary has a legitimate interest in determining the truthfulness of accusations of unlawful activity or violations of policy. An investigation will be conducted by the Human Resources Department to determine if an employee has failed to abide by Seminary policy, and/or if an alcohol or drug abuse problem exists. The investigation will be conducted as discreetly as reasonably possible under the circumstances so as to protect the privacy of those involved.
- Assistance will be offered to any employee who seeks or is in need of help relating to a substance abuse problem. If it is determined that there appears to be a drug or alcohol abuse problem, referral will be made to an appropriate agency for counseling and possible treatment. The focus of such action is corrective not punitive. Offering such assistance, however, does not preclude the Seminary from taking disciplinary action when appropriate.

In the event that an employee violates the Seminary's policies, or when an employee's performance is adversely affected by substance abuse and the employee is unable to carry out the job duties required of him or her, then disciplinary action may be taken, up to and including termination of employment. The Seminary may offer reasonable accommodations to assist the employee in carrying out the duties of the position and may require employees to successfully complete a drug abuse assistance or rehabilitation program as a condition for continued employment.

Communication between employees, supervisors, the Human Resources Department and counselors or agencies as a result of this policy will be kept confidential as reasonable under the circumstances, except to the degree necessary to protect the safety of the employee and/or others, or to protect the Seminary's ability to operate effectively and efficiently. Also, in cases where propriety or law requires reporting

violators to police or other enforcement agencies, such reporting will be done and the employee will be notified.

The dangers inherent in the use of drugs and alcohol are recognized. The Seminary supports the efforts of its employees to seek help for drug and alcohol addiction or drug and alcohol-induced problems through counseling, psychiatric and/or medical services. Confidential referral information for such services is available through the Human Resources Department.

A copy of the Biennial Drug-Free Schools and Communities Report may be found on each of the campuses campus safety webpages (see: <https://www.gordonconwell.edu/community/campus-safety/overview/#hamilton>) and copies are also available from the Gordon (College) Police Department in Hamilton or from the security administrators at the Boston, Charlotte and Jacksonville campuses.

5.3 OCCUPATIONAL SAFETY & HEALTH ACT/WORKER'S COMPENSATION

Safety is a major concern, and it is our intent to provide and maintain safe and healthful working conditions for all employees, consistent with the requirements of the OSHA laws. To assist in this effort, an employee should report any unsafe conditions noticed to his/her supervisor, the Human Resources Department, or to the appropriate campus facilities contact as soon as possible.

No employee who reports any unsafe condition, potential safety hazard, safety suggestion, and/or health and safety-related issue shall suffer harassment, retaliation or adverse employment consequences in connection with making such report. It is a violation of this policy, for anyone, whether acting alone or on behalf of the Seminary, to retaliate against any individual who makes a report in accordance with this policy. While the Seminary encourages the reporting individual to report the individual's name to facilitate investigation, concerns reported anonymously will be investigated to the fullest extent possible under the circumstances. Upon receipt of a report, the Seminary will promptly conduct a thorough investigation in such a way as to maintain the confidentiality of the individuals involved to the extent possible under the circumstances.

In addition, the law requires that employees report all occupational injuries or illnesses, no matter how slight, to their supervisor and the Human Resources Department to complete a "First Report of Injury" form. You may be required to seek medical attention as required under workers' compensation guidelines. After investigation of the accident, you may be eligible for insurance payments under worker's compensation and will be paid in accordance with the state worker's compensation guidelines.

5.4 COMMUNICABLE ILLNESSES

Gordon-Conwell recognizes and appreciates its employees' dedication to performing their duties and to ensuring that students' needs are met. At the same time, however, the Seminary must ensure that employees do not jeopardize the health or safety of the Seminary community by spreading contagious infections to students or other employees. For that reason, the Seminary asks that employees with contagious infections take necessary, reasonable steps to avoid the spread of infection during the contagious period (generally the first 5-14 days of a viral illness and 48 hours after starting antibiotic medications for most bacterial illnesses).

The Seminary may exclude any person who (a) has a communicable illness, (b) has been exposed to an infected person, and/or (c) has traveled to an area impacted by a communicable illness, if the Seminary determines, in its sole discretion, that such exclusion is appropriate for the welfare of the person who has

the communicable illness or the Seminary community. The Seminary may also screen such persons or require such persons to be screened by appropriate medical professionals to determine whether they pose a risk to the community. The Seminary's decisions shall be based on current and well-informed medical judgments concerning the illness, the risks of transmitting the illness to others, the symptoms and special circumstances of each individual who has a communicable illness, and an analysis of the identified risks and available alternatives for responding to an individual with a communicable illness.

5.5 GENERAL POLICY ON DISCRIMINATION AND HARASSMENT (STAFF AND ADMINISTRATION)

The Seminary community reaffirms the principles set forth in its Community Life Statement wherein it is written that:

We renounce attitudes such as greed, jealousy, false pride, lust, bitterness, hostility, an unforgiving spirit and prejudice such as that based on race, sex and academic or socio-economic status.

In accordance with the above, all members of the Seminary community (students and their families, administration, faculty and staff) have a right to be free from discrimination in the form of harassment because of their status in the community, gender, race, denominational preference, age, national origin, ancestry, economic status or physically challenging condition.

Gordon-Conwell will neither condone nor tolerate harassment of one member of the community by another, including sexual harassment, racial or ethnic innuendoes and derogatory remarks, or any other such activity which tends to defame, ridicule, intimidate or embarrass a community member. *Harassment* in this document shall cover single instances, as well as repeated instances of such behavior.

It is important for employees who think they have been harassed to promptly report the incident to their supervisor or the Director of Human Resources. Any such complaint shall be pursued through the established procedure. Allegations of harassment will be immediately investigated. The Seminary will tolerate neither mishandling of complaints by supervisors or other notified and authorized personnel, nor negative behavior responses to an individual after making a complaint or for cooperating in an investigation of a complaint. Violation of this policy may result in disciplinary action, up to and including termination of employment.

TITLE IX COMPLIANCE

Consistent with Title IX of the Education Amendments of 1972 ("Title IX"), the Seminary does not discriminate on the basis of sex in its educational programs and activities, recruitment, admissions, course offerings, financial aid, athletics, or employment.

Employees are encouraged to communicate with the President, the Human Resources Department, or the Hamilton Dean of Students with any questions or concerns regarding these policies. The Seminary believes that open communication about these sensitive topics is integral to preventing serious misconduct from occurring and is essential to fostering a culture of personal responsibility, mutual accountability, and positive leadership.

Title IX Coordinator

The Title IX Coordinator is responsible for administering and ensuring the Seminary's compliance with Title IX. In order to ensure compliance with Title IX in all facets of the Seminary's operation, the Title IX Coordinator will coordinate with the Seminary's Administration to implement and administer this policy and the Seminary's related grievance procedures for resolving Title IX complaints. The Title IX Coordinator is also responsible for investigating complaints of sex-based discrimination, sexual harassment, or other allegations regarding violations of Title IX; working with law enforcement regarding such complaints when necessary; and ensuring that complaints are resolved promptly and appropriately to the extent possible. The Title IX Coordinator may delegate these duties to other Seminary employees or external investigators, as necessary and in his or her sole discretion, to ensure the prompt and appropriate resolution of any complaint.

The Title IX Coordinator (or his or her designee) may also meet with the Seminary's employees regarding their rights and obligations under Title IX and to address any questions regarding the Seminary's compliance with such obligations.

Inquiries concerning this policy, Title IX, and any related issues of sex-based discrimination should be directed to the Seminary's Title IX Coordinator:

Name: **Jana Holiday**
Title: **Dean of Students**
Office Address: **Kerr Building, Room 318**
130 Essex Street, South Hamilton, MA 01982
Telephone Number: **978-646-4060**
Email Address: **jholiday@gordonconwell.edu or titleixcoordinator@gordonconwell.edu**

SEXUAL HARASSMENT

Gordon-Conwell prohibits sexual harassment. Sexual harassment in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated. Sexual harassment means sexual advances, requests for sexual favors, and/or verbal or physical conduct of a sexual nature when: (1) submission to or rejection of such conduct is made, either explicitly or implicitly, a term or condition of employment or the basis for an employment decision; or (2) such conduct has the purpose or effect of unreasonably interfering with work performance or creating an intimidating, hostile, humiliating or sexually offensive work environment.

The legal definition of *sexual harassment* is broad and includes other sexually oriented conduct that is unwelcome and has the effect, whether intended or not, of creating a work environment that is hostile, offensive, intimidating, humiliating, or coercive to a reasonable woman or man, as the case may be. While it is not possible to list all of the circumstances that may constitute sexual harassment, the following are some examples of conduct which, if unwelcome, may constitute sexual harassment, depending upon the circumstances, including the severity and pervasiveness of the conduct: (a) sexual jokes, language, epithets, advances or propositions regardless of whether they involve physical touching; (b) written or oral abuse of a sexual nature, sexually degrading or vulgar words to describe an individual; (c) the display of sexually suggestive objects, pictures, posters or cartoons; (d) comments about an individual's body, sexual prowess or sexual deficiencies; (e) asking questions about sexual conduct; (f) touching, leering, whistling, brushing against the body, or suggestive, insulting or obscene comments or

gestures; (g) demanding sexual favors regardless of whether in exchange for favorable reviews, assignments, promotions or continued employment, or promises of the same; or (h) continuing to ask another employee to socialize after the employee has said no.

For policies relating specifically to sexual violence, domestic violence, dating violence, intimate partner violence or stalking, please refer to the Seminary's Campus Violence Elimination policy.

OTHER HARASSMENT

The Seminary also prohibits other forms of unlawful harassment. For purposes of this policy, other harassment is defined as verbal, written or physical conduct that denigrates or shows hostility or aversion toward an individual because of the individual's race, color, pregnancy or pregnancy-related condition, national origin, ancestry, age, physical or mental disability, genetic information, veteran status, military service, application for military service, or any other characteristic protected by applicable law, and that:

- has the purpose or effect of creating an intimidating, hostile or offensive work environment, or
- has the purpose or effect of unreasonably interfering with an individual's work performance.

Some examples of such harassment are: using epithets or slurs or making jokes or pranks that focus on a protected characteristic; and circulating or displaying written or graphic material that denigrates or shows hostility or aversion toward a person or group because of a protected characteristic.

HOW TO REPORT HARASSMENT

If you believe that you have been the subject of sexual harassment, or any other type of harassment, subjected to a hostile, offensive or coercive work environment, or if you are not sure whether certain behavior is sexual harassment or whether it is actionable under this policy, you have the right to file a complaint and should immediately notify:

- your supervisor and the Director of Human Resources
- if the complaint is against your supervisor, to any member of the President's Cabinet or a Director (whose work address and telephone number are listed below) or their successors
- any Director or member of the President's Cabinet (whose telephone numbers are listed below) or their successors so that the Seminary may have the opportunity to investigate and deal promptly with your complaint.

Reports of sexual discrimination, harassment, and/or misconduct may be made to the Title IX Coordinator. Any supervisor, member of the President's Cabinet, or Director who receives a complaint of sexual discrimination, harassment, or misconduct must report it to the Title IX Coordinator.

Complaints may be reported in person, by mail, by telephone, or by e-mail, or any other means that results in the Title IX Coordinator receiving the person's verbal or written report. Complaints may also

be made anonymously by completing the *Confidential Sexual Assault Form* located on the Seminary's website: <https://archive.gordonconwell.edu/hamilton/current/documents/cs-sexual-assault-form.pdf>.

INVESTIGATIONS

All allegations of harassment are taken seriously and will be immediately investigated by a team convened and led by the Director of Human Resources. (In a case where the Director of Human Resources is directly involved, Chief of Staff will assume this role.) All information will be handled confidentially as practicable under the circumstances and with due regard for the rights of all parties. The employee who was alleged to have been harassed will be involved in the fact finding and will be informed of the result of the investigation. If the investigation supports the allegation, the employee will be informed of the actions taken to alleviate the problem. If the employee is not satisfied by the investigation or the actions taken, he /she may pursue this issue through the Seminary's appeal process.

Upon receipt of a complaint regarding sex discrimination, harassment and/or misconduct, the Director of Human Resources will work with the Title IX Coordinator (or his or her designee), who will promptly conduct an investigation in such a way as to maintain confidentiality to the extent practicable under the circumstances. The Title IX Coordinator (or his or her designee) will conduct the investigation in compliance with the Seminary's Title IX Grievance Procedures. Please see the Policy and Procedures on Sexual Misconduct and TITLE IX Policy in the Seminary's Student Handbook for additional information regarding the Seminary's Title IX Grievance Procedures.

The Seminary will tolerate neither mishandling of complaints by supervisors or other notified and authorized personnel, nor retaliatory or negative behavior responses to an individual who makes a good-faith complaint or anyone who assists in the investigation of the complaint. If you believe that you have been retaliated against in connection with any good-faith report of harassment, you should immediately report such conduct to the Director of Human Resources or to your supervisor. Any supervisor receiving a report of retaliation is required to immediately report it to the Director of Human Resources.

Violation of any aspect of this policy may result in disciplinary action, up to and including termination of employment.

STATE AND FEDERAL AGENCIES

The following is a list of state and federal agencies that enforce employment discrimination laws:

In Massachusetts:

Massachusetts Commission Against Discrimination

One Ashburton Place, Suite 601
Boston, Massachusetts 02108
(617) 994-6000

436 Dwight Street, Room 220
Springfield, Massachusetts 01103
(413) 739-2145

484 Main Street, Room 320
Worcester, Massachusetts 01608
(508) 453-9630

United States Equal Employment Opportunity Commission ("EEOC")

John F. Kennedy Federal Building
475 Government Center
Boston, Massachusetts 02203
(800) 669-4000

President's Cabinet

Academic Deans

Eun Ah Cho	978-646-4185
David Currie	978-646-4176
Brad Howell	704-940-5837
Virginia Ward	617-318-1638
Gerald Wheaton	704-940-5844

Staff

Chris Anderson	704-940-5842
Natalie Crowson	978-646-4110
Mia Ertel	978-646-4030
Brian Gardner	978-646-4070
Jana Holiday	978-646-4060
Alex Koh	978-646-4250
Jay Trewern	978-646-4112

Other Campuses

Employees working at the Seminary's Charlotte and Jacksonville campuses should refer to the appropriate Staff Handbook State Supplement for contact information for the applicable state and federal agencies.

ALLEGATIONS IN BAD FAITH

The Seminary also recognizes that knowingly false accusations, especially of sexual harassment, may have serious effects on innocent persons. Employees found to have knowingly made false accusations of sexual or other harassment will be subject to appropriate disciplinary action, up to and including termination of employment. Please note: this is not meant to include allegations that were made in good faith and reasonable belief of their accuracy, but which were later determined to be insufficient or unsubstantiated so as to not prompt remedial action, in which the complainant has done nothing improper. This provision is meant only to cover allegations which the accuser knows to be false at the time they are made or makes with reckless disregard for the truth.

5.6 PROHIBITION OF DOMESTIC VIOLENCE, DATING VIOLENCE, AND STALKING

Consistent with the values embodied in our *Community Life Statement*, with Seminary policies on harassment prevention and in accordance with policies established by the Human Resources Department, the Seminary strictly prohibits domestic violence, dating violence, and stalking. The Seminary is available to assist any employee who reports victimization, and any report will be promptly investigated. During an investigation, which will be conducted with the full extent of confidentiality practicable under

the circumstances and with due regard for the rights of all parties, both the accused and accuser have the right to have an advisor/support person of their choice present at the meeting. Following a prompt, fair and impartial investigation, appropriate disciplinary action may be taken, up to and including termination of employment (in the case of an accused employee found to be responsible.) The accused individual and accuser will be promptly notified in writing of the outcome of the investigation, which generally will be provided within one business day from the date of the final outcome being reached. In appropriate circumstances, law enforcement authorities may be notified of a report made under this policy.

DEFINITIONS:

Domestic, dating or family violence is the abuse of power and control. It often involves a pattern of behavior used by one person to control another through force or threats.

Domestic Violence (from 42 USC sec. 13925):

The term “domestic violence” includes felony or misdemeanor crimes of violence committed by a current or former spouse of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or youth victim who is protected from that person’s acts under the domestic or family violence laws of the jurisdiction.

Dating Violence (from 42 USC sec. 13925):

The term “dating violence” means violence committed by a person—

(A) who is or has been in a social relationship of a romantic or intimate nature with the victim; and
(B) where the existence of such a relationship shall be determined based on a consideration of the following factors:

- (i) The length of the relationship.
- (ii) The type of relationship.
- (iii) The frequency of interaction between the persons involved in the relationship.

Stalking (from 42 USC sec. 13925):

The term “stalking” means engaging in a course of conduct directed at a specific person that would cause a reasonable person to —

- (A) fear for his or her safety or the safety of others; or
- (B) suffer substantial emotional distress.

Who to contact if you need help (victim/survivor or bystander)?

- Call the Police; dial “911” for an Emergency/Active Threat
- Call Gordon Police at 978-867-333 (emergency) or 978-867-4444 (non-emergency)
- Human Resources Department (*for Faculty and Staff*)
- Student Life Services, Dean of Students

What can you do as a bystander (if you see or are aware of an offense)?

- Call the Police; dial “911” for an Emergency/Active Threat
- Call Gordon Police at 978-867-333 (emergency) or 978-867-4444 (non-emergency)
- Human Resources Department (*for Faculty and Staff*)
- Student Life Services, Dean of Students

- Support the victim/survivor
- Assist the victim/survivor in finding help
- Be a strong voice against intimate partner violence and sexual assault

The Seminary will cooperate with any lawful no-contact or restraining order of which an employee makes the institution aware. To learn more, check with the campus safety website (<https://www.gordonconwell.edu/community/campus-safety/overview/#hamilton>) for assistance and resources.

If time away from work is needed, an employee may be eligible for Domestic Violence Leave as detailed in the Time Off Benefits section of this Handbook.

Options may be available to an employee to assist in changing working situations if requested and reasonably available. For more information, employees are encouraged to contact the Human Resources Department.

5.7 CAMPUS VIOLENCE PREVENTION

The Seminary is committed to providing a campus that is free from acts of violence and threats of violence. In keeping with this commitment and the Seminary's *Community Life Statement*, employees are strictly prohibited from threatening or committing any act of violence on campus, while on duty, while on Seminary-related business, or while off-duty if the Seminary determines that the incident may lead to an incident of violence on the Seminary's premises. This policy applies to all employees, as well as third parties, such as employee guests, independent contractors, and anyone else who is on Seminary property or engaged in Seminary business. The Seminary has zero tolerance for individuals and employees who make threats, engage in threatening behavior, or commit acts of violence against employees, students, visitors, guests, or other individuals. Compliance with this policy is every employee's responsibility.

Employees are required to immediately report to a supervisor, or to the Gordon Police Department, any incident involving a threat of violence or violent behavior. If an employee is confronted with a potentially violent situation, the employee should not attempt to handle the situation, but should report it immediately to a supervisor or the Gordon Police Department. If a report is made to a supervisor or member of the Administration, that individual must immediately inform the Gordon Police Department, and the matter will be investigated promptly and appropriate corrective action, if required, will be taken.

Employees who become aware of any workplace security hazards, or who have suggestions for increasing security on campus, should speak with their supervisors or the Gordon Police Department. The Seminary encourages employees to help make the campus as safe and secure as possible.

Employees are prohibited from bringing onto campus any firearms, weapons, explosives, incendiary devices, or similar materials. To the extent permitted by applicable law, this policy includes a prohibition against employees having prohibited material in their vehicles while parked on Seminary property. Employees who have licenses to carry weapons must also comply with this policy at all times. Violation of this policy may result in immediate discharge, and the Seminary may report any violation to the appropriate authorities.

Employees are required to report violations of this policy, including any incidents involving actual or threatened violence. Employees making good-faith reports may do so without fear of retaliation.

SECTION VI: EMPLOYEE RECORDS AND INFORMATION

6.1 IMMIGRATION REFORM AND CONTROL ACT

The Immigration Reform and Control Act of 1986 seeks to preserve jobs for those who are legally entitled to them: U.S. citizens, lawful legal permanent residents, and foreign nationals with valid employment authorization.

The United States Government requires every employer to verify the identity and employment eligibility of its employees by asking them to provide proof of their identity and their legal right to work in the United States. Therefore, all employees must provide documentation showing employment authorization and complete a Form I-9 within three (3) business days of beginning employment with the Seminary. Employees should bring documents for the Seminary's review which verify the employee's identity and eligibility to work on their first day of work and be prepared to complete Section 1 of the I-9 Form at that time. If an employee fails to provide information to confirm his or her identity and employment eligibility, the employee will be subject to immediate discharge. Further, if an employee is in an immigration status under which his or her employment authorization documentation will expire, the employee must present updated documentation showing employment authorization prior to the expiration date.

6.2 REFERENCES AND EDUCATION VERIFICATION

To ensure that individuals who join the Seminary are well-qualified and have a strong potential to be productive and successful, it is Gordon-Conwell's policy to check employment references and verify education and degrees. These checks enable the Seminary to verify the information that you provide on your employment application and/or during the hiring process.

6.3 CRIMINAL AND SEX OFFENDER BACKGROUND CHECK POLICY

This policy is applicable to the criminal history screening of prospective and current employees. The Seminary conducts criminal background checks through a consumer reporting agency in accordance with applicable law.

Where criminal history checks may be part of a general background check for employment, the following practices and procedures will be followed:

Conducting Screening

Criminal background checks will only be conducted as authorized by applicable federal and state law.

Access To Records

All criminal background records are confidential, and access to the information is limited to those individuals who have a "need to know." This may include, but not be limited to, hiring managers, staff submitting the criminal background check requests, and staff charged with processing job applications. The Seminary will maintain and keep a current list of each individual authorized to have access to, or view, the background check information. This list will be updated every six (6) months.

Training

An informed review of a criminal record requires training. Accordingly, all personnel authorized to review or access criminal background records, or any other information obtained via criminal history background checks, will review and be familiar with applicable federal and state requirements.

Use Of Criminal History In Background Screening

Criminal background records used for employment purposes shall only be accessed for individuals who are otherwise qualified for the positions for which they have applied and who have received conditional offers of employment.

Unless otherwise provided by law, a criminal record will not automatically disqualify an individual. Rather, determinations of suitability based on background checks will be made consistent with this policy and applicable laws and regulations.

Verifying An Individual's Identity

If a criminal background check reveals a criminal record, the criminal record information will be closely compared with the identifying information provided by the individual to ensure the record belongs to the individual.

If the information in the criminal background record does not exactly match the identification information provided by the individual, a determination will be made by an individual authorized to make such determinations, based on a comparison of the criminal background record and documents provided by the individual.

Inquiring About Criminal History

In connection with any decision regarding employment, the individual will be provided with a copy of the criminal background record, prior to questioning the individual about his or her criminal history. The source(s) of the criminal background record will also be disclosed to the individual.

Determining Suitability

If a determination is made that the criminal record belongs to the individual, and the individual does not dispute the record's accuracy, then a determination of suitability for the position will be made. In determining whether an individual's criminal background record is acceptable, the Seminary considers any applicable law and regulations and the nature of the conviction and/or pending charge information. Specifically, unless otherwise provided by law, factors considered in determining suitability may include, but not be limited to, the following:

- (a) Relevance of the record to the position sought;
- (b) The nature of the work to be performed;
- (c) Time since the conviction or completion of any resulting sentence;
- (d) Age of the individual at the time of the offense;
- (e) Nature, seriousness and specific circumstances of the offense;
- (f) The number of offenses;

- (g) Whether the individual has pending charges;
- (h) Any relevant evidence of rehabilitation or lack thereof;
- (i) The degree of satisfaction of any parole or probation conditions;
- (j) The length and consistency of employment before and after the offense;
- (k) Employment or character references and any other information regarding fitness for the particular position (as distinguished from the reference check conducted prior to making an offer for employment);
- (l) Whether the individual presents evidence that he or she is bonded under a federal, state, or local bonding program; and
- (m) Any other relevant information, including information submitted by the individual or requested by the Seminary.

Adverse Decisions Based On Criminal Records

If the Seminary is inclined to make an adverse decision based on the results of a criminal background check, the individual will be notified immediately. The individual shall be provided with a copy of the Seminary's Criminal and Sex Offender Background Check Policy, a copy of the criminal background record, and the source(s) of the criminal background record. Employees located in Massachusetts will also receive a copy of the document "Information Concerning the Process for Correcting a Criminal Record," published by the Massachusetts Department of Criminal Justice Information Services ("DCJIS"). The Seminary will also inform the individual of the specific part of the criminal background record that appears to make the individual ineligible for employment. The individual will then be provided with an opportunity to dispute the accuracy of the criminal background record. Individuals shall also be provided a copy of the document "A Summary of Your Rights Under the Fair Credit Reporting Act." If the Seminary decides to go forward and make the adverse decision, the individual will be notified in accordance with the Fair Credit Reporting Act and any applicable state laws.

6.4 ACCESS TO PERSONNEL RECORDS

For the purpose of administering the Seminary's Human Resources programs, a personnel file is maintained by the Seminary's Human Resources Department for each staff employee. Access to personnel records is limited and is managed by the Human Resources Department. Employees are permitted to review their personnel files by submitting a written request to the Director of Human Resources. Within five (5) business days of the employee's providing the written request, the Director will allow an employee working in Hamilton or Boston the opportunity to review his or her file in the presence of Human Resources Department personnel during normal working hours. For an employee working in Charlotte and Jacksonville, arrangements will be made for similar access through scanned document copies.

Should an employee dispute information contained in the file, the information may be removed or corrected by agreement between the employee and the Seminary. If agreement cannot be reached, the employee may submit a written statement explaining his/her position. This statement will then be part of the personnel record.

6.5 CHANGE OF EMPLOYEE INFORMATION

It is important for each employee to keep the Human Resources Department informed of any changes in important information. Present address, phone number, and emergency contact person as well as marital

status or dependent changes, number of exemptions, additions to family members, beneficiaries, and work authorization status are a few examples of this important information.

This information is essential for administering COBRA benefits and for general personnel record-keeping purposes.

It is the employee's responsibility to inform the Seminary immediately of any changes.

6.6 RELEASING INFORMATION ON EMPLOYEES

Personal information which the Seminary's Human Resources Department maintains on its employees is handled according to applicable laws concerning employee confidentiality.

The Human Resources Department will provide verification of dates of employment, salary and last job title when required for the employee's financial affairs (credit, mortgage, etc.) and authorized in advance by the employee in writing.

All inquiries from outside parties (i.e., prospective employers) requesting reference information must be directed to the Human Resources Department. Standard procedure will be for the Human Resources Department to provide the prospective employer with basic information only, such as last job title and dates of employment. Except as specified below, the Seminary prohibits employees from providing personal employment references for any current or former employee of Gordon-Conwell. Any reference request received by a Seminary employee must be directed to the Human Resources Department.

If the party requests additional information, the Human Resources Department may refer the call to the individual's supervisor. The supervisor will be instructed to release only objective, job-related information on an individual's past employment.

In cases where the supervisor is not available or does not choose to provide further information, or when such information is not available for release, the Human Resources Department will only furnish the above basic information (dates of employment and last job title).

Supervisors may also provide letters of reference for employees if they choose to do so; however, all letters must be submitted to the Human Resources Department for review prior to their release to the employee or to an outside party.

This policy does not prevent the Seminary from releasing more detailed information about a current or former employee in connection with its operating needs, and/or to government agencies, prospective employers, and others in appropriate circumstances, as determined by the Seminary in its sole discretion.

SECTION VII: PAYROLL MATTERS AND SALARY ADMINISTRATION

7.1 PAY DAYS

All employees are paid on a biweekly basis every other Friday according to the payroll schedule.

7.2 PAYROLL DEDUCTIONS

Federal and state income taxes are withheld each payday based on information contained on your W-4 form. Social Security (FICA) taxes are withheld each payday up to the maximum amount deductible for each calendar year. Deductions for contributions, retirement plan(s), medical coverage, etc. are deducted on the applicable payday.

In addition, employees may authorize payroll deductions for certain other purposes, such as group insurance plans. All voluntary deductions must be authorized in writing.

Each January, the Seminary will issue a statement of Deductions and Earnings (Form W-2) for the preceding calendar year. If an employee's employment with the Seminary terminates prior to January, his or her W-2 form will be mailed to the last address on record at the Seminary.

7.3 PAYCHECK POLICY

Gordon-Conwell seeks to ensure that employees are paid promptly and properly on their scheduled paydays. In addition, the Seminary makes a good faith effort to avoid making any improper deductions from an employee's pay. In the unlikely event there is an error in the amount of an employee's pay or an impermissible deduction is made from the employee's pay, the employee should promptly report the matter to the Assistant Director of Human Resources so that appropriate corrections may be made as quickly as possible. In the event of an improper deduction, the Seminary will promptly reimburse the employee for the improperly deducted amount. In the event of an overpayment of wages, the Seminary expects the employee to cooperate in correcting the overpayment. Accordingly, the Seminary may deduct repayment from the employee's future wages to the extent permitted by applicable law. In the event that no further wages are due to the employee, the Seminary may seek to recover the wage overpayment to the fullest extent permitted by applicable law.

7.4 WAGE ASSIGNMENTS AND GARNISHMENTS

The Seminary is legally bound to comply with certain government orders requiring the reduction of payroll dollars for garnishments, IRS restraining notices and wage assignments.

7.5 TIME AND ATTENDANCE REPORTING

To comply with federal and state wage and hour laws and regulations, non-exempt employees are required to complete an individual time sheet (or report electronically) every week. Time sheets and reports are used to record regular hours to be paid, overtime hours, paid absences, and holidays. Time should be entered daily and must accurately reflect total hours worked each day.

ELECTRONIC WORK RECORDS - All hourly paid full-time and part-time (classification A and B) staff are required to enter their hours in the electronic time and attendance system by noon on Monday of the pay week. All hours worked, sick time, vacation time, leaves, etc. should be recorded. Both the employee and the supervisor must review and approve the time record each pay period.

7.6 DIRECT DEPOSIT

A Direct Deposit system is available to all Seminary employees whereby a full or partial amount of the biweekly salary may be deposited directly into a checking or savings account. In order to start the direct deposit benefit, an employee must contact the Human Resources Department to complete the necessary paperwork. The direct deposit benefit normally takes effect the second pay period after the request has been activated.

7.7 WAGE AND SALARY ADMINISTRATION POLICY

POSITION DESCRIPTION - In establishing a new or changed position, a salary rate will be established only after a position description has been submitted to the Director of Human Resources.

POSITION EVALUATION - Each position description will be evaluated in accordance with the system of evaluation currently in effect for the type of position being measured.

SALARY DETERMINATION - When a position has been evaluated (ranked on each factor), the Director of Human Resources will further compare and rank each factor in terms of all other positions in the system and establish the point value and salary rate of the position. To ensure the integrity of the evaluation program, all point scales *must be kept strictly confidential by the Director of Human Resources*.

POSITION RE-EVALUATION - Whenever a position changes significantly in content, or when significant changes are proposed, a revised position description will be prepared and submitted, and the revised position will be evaluated as above, and a new pay rate, if applicable, will be established, subject to the limitations outlined in "Salary Administration and Control" below.

STARTING SALARY - Employees will be hired or transferred into new positions at rates which reflect the best balance among such elements as individual skills and experience of the employee, present salary level, competitive hiring rates, and salaries of other employees in the same, or similar, positions. Within the framework of these considerations, starting salaries will not normally be less than 70%, nor more than 90%, of the full position rate.

SALARY INCREASE - Salary increases will be requested by the department manager subject to budgetary limitations and to the following specific considerations:

- No salary increase may be granted which results in a rate higher than the established full position rate, except as provided for in the superior merit range.
- Salary increases exceeding the guideline limitations that may be established by the President from time to time will require prior approval of the Director of Human Resources and the President.
- The total cost of salary increases in any fiscal year may not exceed the total budget allocated for that year, unless an exception is specifically approved by the President.

EMPLOYEES ABOVE POSITION RATES - Subject to full and satisfactory performance of the duties of the position any employee whose salary rate (either full-time or pro-rated) exceeds the established full

position end rate as of the date the salary evaluation program is placed in effect, will continue to receive that so called "over max." rate of pay as long as he or she remains in that position. An employee may not carry an "over max." exception to another position. When the position is vacated by the present incumbent, the special "over max." exception ends. It may not be applied to any other employee or new employee.

INCREASES AT RE-EVALUATION - Whenever a position has been upgraded because of changes in, or additions to, duties, the initial rate increase granted shall typically not exceed an amount which brings the new salary into a percentage of the new position rate greater than the percentage of the current salary to the current position rate.

SALARY STRUCTURE MAINTENANCE - To maintain salary levels in consistent relationship with general salary patterns in theological education, and with area salary levels, the Director of Human Resources will review pertinent available data on a regular basis, and will recommend, at least once a year, an overall adjustment to the salary rate formula which will reflect those changes in a manner consistent with Seminary policies and objectives. The recommendation may be either a percentage salary rate adjustment, an adjustment in dollars of salary, or a combination of those two which best reflects current trends. The President will approve or modify this recommendation, as necessary, to meet budgetary constraints and capabilities.

COMMUNICATION - Each director, manager and supervisor will be advised of the end rate for each position under his or her direct supervision, and may, upon request, disclose to any employee occupying such a position the rate for that position only. An employee who is under consideration for transfer to another position may be advised, upon request, concerning the rate for that position only.

Position rates, other than as specified above, will be considered confidential and, except as necessary for legal reporting, payroll, accounting and budgeting purposes, may not be disclosed. This, however, does not restrict employees from discussing their own wages and other terms and conditions of employment with co-workers and others at their own discretion.

PRESIDENT'S PREROGATIVE - Nothing contained in this policy will be construed as to prevent the President from delegating to the Director of Human Resources authority and responsibility not specifically assigned.

SECTION VIII: TIME-OFF BENEFITS

8.1 HOLIDAYS

A holiday schedule is published annually prior to the start of the new fiscal year on July 1st. The Holiday schedule is available through the Human Resources Department.

During a new employee's introductory period, the holiday benefits apply, with the exception of the two (2) personal holiday days. Employees may not utilize a personal holiday until after the completion of three months of service.

Full-time employees are entitled to all Seminary holidays with pay, provided they work their scheduled workday before and their scheduled workday after the holiday (or are on approved time-off status). The personal holidays must be taken before the end of the fiscal year (June 30).

Part-time class A employees are entitled to a prorated share of all holidays which fall within their normal working hours, provided they work the scheduled day before and the scheduled day after the holiday (or are on approved time off status on such days).

Vacation time, personal holiday time or extra days without pay may be taken on either side of a holiday with prior approval by your supervisor.

Employees are not eligible for holiday compensation during any unpaid portion of a leave of absence.

If a non-exempt, benefits-eligible employee is required to work on a holiday, the employee will receive straight-time pay for his/her regularly assigned daily work hours, plus time and one-half for hours actually worked on the holiday.

A Massachusetts employee who is a military veteran or a member of a department of war veterans, as defined under applicable law, is eligible for unpaid time off to participate in a Veterans' Day or Memorial Day exercise, parade or service in the employee's community of residence. Employees are required to provide their supervisor or the Human Resources Department with reasonable notice of such leave. Employees who, in the Seminary's sole discretion, are determined to be essential to the safety and security of the Seminary will not be eligible for such time off.

8.2 VACATION

GENERAL STATEMENT

The Administration and the Board of Trustees recognize the advantages and benefits to both the individual employee and the Seminary of periodic, scheduled, significant periods of time away from the work environment. Accordingly, one of the benefits provided for employees is a paid vacation program. Employees are urged to take all the vacation to which they are privileged each fiscal year. The Seminary's fiscal year runs from July 1st to June 30th.

ELIGIBILITY

The number of vacation days which an employee is eligible to earn during a fiscal year is determined by the date of hire for new employees and the length of service. Vacation time is granted to all full-time employees, and, on a prorated basis, to all part-time employees in Classification A.

New full-time employees are eligible to earn three weeks (15 days) vacation for each full fiscal year worked. After three full years of service, full-time employees are eligible to earn four weeks (20 days) vacation for each full fiscal year worked. The accrual rate for vacation leave is shown in the table below. If your scheduled/assigned hours are different than the regular, full-time 37.5 hours per week, your vacation time will accrue on a prorated basis. **New employees may not take any vacation with pay until they have completed three months of service.**

Rate Details

Vacation Rate Type	Months of Service	Accrual Rate Per Pay Period	Annual Hours
Vacation – (80 hrs bi-weekly)	0-36	4.62	120
Vacation – (75 hrs bi-weekly)	0-36	4.33	112.5
Vacation – (60 hrs bi-weekly)	0-36	3.46	90
Vacation – (80 hrs bi-weekly)	37+	6.15	160
Vacation – (75 hrs bi-weekly)	37+	5.77	150
Vacation – (60 hrs per week)	37+	4.61	120

Vacation time may not be borrowed against a future fiscal year. Vacation balances will become “rolling balances” eliminating the need for carry over, but will cap out when maximum eligibility (three or four weeks) is earned.

SCHEDULING VACATIONS

All vacations must be scheduled in advance with the approval of the supervisor. Vacation time is tracked in the electronic time and attendance system. Preference for time of vacation will be granted whenever consistent with staff work requirements, and length of service will be considered in cases of conflicting requests. Non-exempt employees may take vacation time in hourly increments; exempt employees may take vacation time in no less than half-day increments.

PAID HOLIDAY DURING SCHEDULED VACATION

If a paid holiday or a Seminary closing (i.e., due to inclement weather) falls within a scheduled paid vacation period, that day will be counted as a holiday (or Seminary closure day) and will not be charged against authorized vacation.

VACATION PAY

Vacation time is paid at the employee’s base pay rate at the time of the absence. It does not include overtime or any special forms of compensation such as incentives or bonuses.

REMAINING VACATION TIME FOR TERMINATING EMPLOYEES

Upon termination of employment, the employee will be paid for any accrued, unused vacation time, subject to applicable federal and state withholdings.

8.3 SICK TIME

The Seminary provides paid sick time in accordance with the Massachusetts Earned Sick Time law and based upon the expectation that you will come to work when you are well and that you will remain at home when you are ill.

You may use paid sick time for the purpose of:

- Caring for your own physical or mental illness, injury, or medical condition that requires home care, professional medical diagnosis or care, or preventative medical care; or
- Addressing the psychological, physical or legal effects of domestic violence. For purposes of this policy, domestic violence means abuse committed against you or your dependent child by: your current or former spouse; a person with whom you share a child in common; a person who is cohabitating with or has cohabitated with you; a person who is related by blood or marriage; or a person with whom you have or had a dating or engagement relationship.

Employees may use up to five (5) sick days for the following purposes:

- Caring for your child, spouse, parent, or parent of your spouse, who is suffering from a physical or mental illness, injury, or medical condition that requires home care, professional medical diagnosis or care, or preventative medical care; or
- Attending your routine medical appointment or a routine medical appointment for your child, spouse, parent, or parent of spouse.

Use of accrued sick time for any other purpose is a violation of this policy and may result in disciplinary action.

PAY

Sick time is paid at your base pay rate at the time of the absence and does not include overtime or any special forms of compensation such as incentives or bonuses.

ACCRUAL AND USE

Sick time is computed for non-exempt employees according to the number of hours which they are regularly scheduled to work each year and accrues to all regular full-time employees and to all regular part-time employees in Classification A (See "Categories of Employment"). Eligible exempt and non-exempt, full-time employees will accrue 3.46 hours of sick time for every pay period worked. Per year, this will normally equal twelve days. Sick time is tracked in the electronic time and attendance system.

Sick time does not expire and may be carried over from year-to-year. The maximum amount of sick time that you may accumulate is approximately 6 months of sick time equivalent to 975 hours or 130 days for most. Once accrued, sick time may be taken as needed.

After ten full years of service, full-time employees will be eligible for additional paid sick time. Should you become permanently disabled due to illness or injury; you will continue to be paid your normal salary during the six-month waiting period before the Seminary's long-term disability plan goes into effect. You will receive six months' pay even if you have not accumulated adequate sick days. Please note that this provision will only go into effect for permanent disability. It is not in effect for a long-term

absence which does not result in permanent disability. (See "Long-Term Disability Insurance", Section 9.4).

You will be paid for holidays which occur during any period of time when you are on approved sick pay if you would normally be entitled to the holiday while working. A holiday will not be deducted from your accumulated sick time.

Normally, sick time may not be utilized during a scheduled vacation period. However, exceptions to this policy may be allowed by the supervisor in consultation with the employee and the Director of Human Resources. Examples of allowable exceptions might be if the employee became ill prior to the onset of the vacation period and was able to obtain approval to reschedule the vacation time, or if the duration of the illness encompassed a major portion of the vacation period.

For non-exempt employees, if it becomes necessary for you to leave work due to illness during normal working hours, the time of your absence will be deducted accordingly from your accumulated sick time.

All employees may use paid sick time in a minimum increment of one (1) hour.

Utilization of sick time in advance of accrual is not permitted except in certain circumstances with the prior approval of the Director of Human Resources. Please see the following chart to determine your sick time accrual. Part-time employees who do not meet the criteria below will be eligible to accrue one (1) hour of paid sick time for each thirty (30) hours actually worked up to a maximum of forty (40) hours per year.

SICK Non-Exempt

Sick Rate Type (Scheduled Biweekly Hours)	Months of Service	Accrual Rate per pay period	Annual Hours
Sick – Hourly 40	0	1.85	48
Sick – Hourly 50	0	2.31	60
Sick – Hourly 60	0	2.77	72
Sick – Hourly 64	0	2.95	76.8
Sick – Hourly 75	0	3.46	90
Sick – Hourly 80	0	3.69	96

SICK Exempt

Sick Rate Type (Normal Biweekly Hours)	Months of Service	Accrual Rate per pay period	Annual Hours
Exempt (80 hrs)	0	3.69	96
Exempt (75 hrs)	0	3.46	90
Exempt (60 hrs)	0	2.77	72

NOTICE

If the need for sick time is foreseeable, you are required to make a good-faith effort to notify the Human Resources Department advance of any absence, late arrival, or early departure for a reason covered under this policy. If your need for sick time is not foreseeable, please notify your supervisor or the Human Resources Department as soon as practicable under the circumstances. If you will be out of work for more

than three days, you are required to notify the Human Resources Department of the expected duration of the absence or provide notice at the beginning of each day of absence.

You are required to provide medical certification of the need for sick time if you use accrued sick time (i) for more than twenty-four (24) consecutive scheduled work hours; (ii) for more than three (3) consecutive scheduled work days; (iii) within two (2) weeks of your final day of work; or (iv) after four (4) unforeseeable and undocumented absences within a three (3)-month period. When such documentation is required, you must submit it to the Human Resources Department within seven (7) days following the use of earned sick time. If you need additional time to submit the required documentation, please contact the Human Resources Department.

BREAK IN SERVICE

Following a break in service of up to four (4) months, you will maintain your right to use any unused sick time accrued before the break in service.

Following a break in service of between four (4) and twelve (12) months, you will maintain your right to use any unused sick time accrued before the break in service, provided that you accrued more than ten (10) hours of sick time before the break in service. If you accrued fewer than ten (10) hours prior to the break in service, you will lose such accrued time and it will not be available to you following the break in service.

Following a break in service of more than twelve (12) months, you will not be entitled to use any sick time accrued before the break in service.

If you have a break in service of up to twelve (12) months, you maintain your vesting days prior to the break in service and do not re-start the ninety (90)-day vesting period.

INTERACTION WITH OTHER TYPES OF LEAVE

If any time off covered under this policy is also covered under the Seminary's other leave of absence policies, with the exception of Massachusetts Parental Leave policy, sick time shall run concurrently with such leave. Employees may choose to use sick time to receive pay during their Massachusetts Parental Leave, provided that time off covered under this policy is also covered under the Seminary's Massachusetts Parental Leave policy.

8.4 MASSACHUSETTS PARENTAL LEAVE

Regular, full-time employees who have worked for the Seminary for three (3) consecutive months are eligible for eight (8) weeks of unpaid leave per child for the purpose of: the birth of a child, adopting a child under the age of eighteen (18), or adopting a child under the age of twenty-three (23) if the child is mentally or physically disabled, in accordance with the Massachusetts Parental Leave Act ("MPLA").

Parental leave must be taken at the time of the birth or adoption. In order to be eligible for this leave, an employee must provide his or her supervisor with notice of the anticipated date of departure and intention to return from parental leave at least two (2) weeks in advance, or as soon as practicable if the delay is for reasons beyond the employee's control. To the extent the employee is eligible for leave under this policy and the Seminary's Family and Medical Leave Act ("FMLA") policies, such leaves run concurrently. Any two (2) employees of the Seminary will only be entitled to eight (8) weeks of parental

leave in the aggregate for the birth or adoption of the same child, but may be eligible for additional leave under the FMLA policy, if applicable.

An employee may choose whether to use accrued vacation, sick, and/or personal time in order to receive pay during parental leave. During a parental leave of absence, the Seminary will continue the employee's participation in the Seminary's group benefit plans and will continue to make its usual contributions to the premium costs of such plans, provided that the employee pays his or her share of the premiums. Vacation and other paid time off do not accrue during a parental leave of absence.

If the employee returns to work at the end of eight (8) weeks (per child) or any additional leave period that is approved in writing in advance by the Human Resources Department, the employee will be restored to his or her previous position as of the start of his or her leave, or a similar position, unless the same or similar position is unavailable due to economic conditions or other changes in operating conditions. If the employee does not return to work at the end of eight (8) weeks (per child) or any approved additional leave period, then the employee will not be entitled to reinstatement and his or her employment will be terminated.

8.5 PAID PARENTAL LEAVE

Under its Paid Parental Leave policy, the Seminary will provide an employee with four (4) weeks off with pay following the birth or adoption of a child. Paid Parental Leave will run concurrently with leave taken under the Massachusetts Parental Leave and/or Family and Medical Leave Act ("FMLA") policies .

Employees are eligible for paid leave under this policy if they have been employed for at least twelve (12) months by the Seminary, and have worked at least 1,250 hours during the twelve (12)-month period prior to the time leave would begin under this policy. The Seminary will make the determination of whether an employee is eligible at the time of the leave request.

Please contact the Human Resources Department at least thirty (30) days prior to the anticipated birth or adoption so that the necessary leave arrangements can be made.

8.6 FAMILY AND MEDICAL LEAVE ACT ("FMLA")

The Seminary understands the importance of family issues to our employees and is supportive of these needs. Because employees may find it necessary to take leave from their jobs for a temporary period to address certain family responsibilities or their own serious health conditions, and in order to comply with the Family and Medical Leave Act of 1993 ("FMLA"), the following family and medical leave policy has been established.

ELIGIBILITY REQUIREMENTS

If an employee has worked for the Seminary for at least twelve (12) months and at least one thousand two hundred and fifty (1,250) hours in the year preceding a requested leave, and the Seminary employs at least fifty (50) employees within a seventy-five (75)-mile radius of where the employee works, the employee is eligible for FMLA leave.

REASONS FOR FAMILY/MEDICAL LEAVE

Eligible employees are entitled to take up to twelve (12) work weeks of unpaid family/medical leave within a "rolling" backward twelve (12)-month period for any of the following reasons:

- For incapacity due to pregnancy, prenatal medical care or childbirth;
- To care for the employee's child after birth, or placement for adoption or foster care;
- To care for the employee's spouse, son or daughter, or parent, who has a serious health condition; or
- For a serious health condition that makes the employee unable to perform his or her job.

DEFINITION OF SERIOUS HEALTH CONDITION

A serious health condition includes an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents the qualified family member from participating in school or other daily activities.

Subject to certain conditions, the continuing treatment requirement is met by:

- a period of incapacity of more than three (3) consecutive calendar days combined with at least two (2) visits to a health care provider;
- one (1) visit to a health care provider and a regimen of continuing treatment;
- incapacity due to pregnancy or prenatal care; or
- incapacity due to a chronic condition.

Other conditions may also meet the definition of continuing treatment.

FAMILY MILITARY/INJURED SERVICE MEMBER LEAVE

In certain circumstances, eligible employees are entitled to take up to twelve (12) work weeks of unpaid family military leave within a "rolling" backward twelve (12)-month period when an employee's spouse, child or parent is on, or called to, active duty (including a foreign deployment requirement) with the U.S. Armed Forces (including the National Guard or Reserves) to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, arranging care for a military member's parent who is incapable of self-care, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings. An employee is required to provide written certification of the family member's military service.

Additionally, in certain circumstances, eligible employees are entitled to take up to twenty-six (26) work weeks of unpaid injured service member leave within a single twelve (12)-month period to care for a spouse, child, parent or next of kin (meaning that the employee is the service member's closest living blood relative) who is: (1) a current service member and suffers a serious injury or illness or aggravation of a preexisting condition in the line of duty for the U.S. Armed Forces (including the National Guard or Reserves), rendering the member medically unfit to perform the duties of the member's office, grade, rank, or rating; or (2) a veteran of the U.S. Armed Forces (including the National Guard or Reserves) who was discharged or released under conditions other than dishonorable at any time during the five (5) year period prior to the first date the eligible employee takes leave and is undergoing medical treatment, recuperation, or therapy for a serious injury or illness suffered in the line of duty, including aggravation of a preexisting condition. Where leave is sought to care for a veteran, the serious injury or illness must

also be one of the following: (1) a continuation of a serious injury or illness that was incurred or aggravated when the veteran was a member of the Armed Forces and that rendered the service member unable to perform the duties of the service member's office, grade, rank or rating; (2) a physical or mental condition for which the covered veteran has received a U.S. Department of Veterans Affairs Service-Related Disability Rating (VASRD) of 50% or greater, with such VASRD rating being based, in whole or in part, on the condition precipitating the need for military caregiver leave; (3) a physical or mental condition that substantially impairs, or would do so absent treatment, the covered veteran's ability to secure or follow a substantially gainful occupation by reason of a disability or disabilities related to military service; or (4) an injury, including psychological injury, on the basis of which the covered veteran has been enrolled in the Department of Veterans Affairs Program of Comprehensive Assistance for Family Caregivers.

Eligible employees are also entitled to take up to fifteen (15) days of unpaid family military leave to bond with a military member on rest or recuperation leave. This leave must correspond to the length of rest or recuperation leave given to the military member.

SUBSTITUTION OF PAID LEAVE TIME

To the extent applicable, an employee is required to use accrued paid time off (e.g., vacation or sick time) in order to receive pay during any otherwise unpaid portion of FMLA leave. In order to use such paid time off for FMLA leave, employees must comply with the Seminary's normal paid leave policies. An employee will not be required to substitute paid time off if the leave is running concurrently with any leave under the Massachusetts Parental Leave Act ("MPLA") or if the employee is receiving paid benefits from another source such as disability insurance or Workers' Compensation.

TYPES OF LEAVE

When medically necessary, the employee may take leave for any of the reasons listed above intermittently (that is, in blocks of time or by reducing his or her normal weekly or daily work schedule), rather than continuously, in accordance with the conditions provided for such intermittent leave under the FMLA. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the Seminary's operations. Leave due to qualifying exigencies, and leave for bonding with a military member on rest or recuperation leave, may also be taken on an intermittent basis. When leave is taken after the birth of a healthy child or placement of a healthy child for adoption or foster care, an employee may take leave intermittently or on a reduced leave schedule only if the Seminary agrees to such an arrangement.

NOTICE OF LEAVE

If the need for family/medical leave is foreseeable, thirty (30) days' prior notice must be given. Failure to provide such notice may be grounds for delay of leave (until thirty (30) days' notice has been given). If the need for leave is due to a planned medical treatment, every attempt should be made to schedule the treatment so as not to unduly disrupt the work of the Seminary. If the need for family/medical leave is not foreseeable, request must be submitted as soon as practicable, no later than two (2) business days after the need for leave arises.

Employees must provide sufficient information for the Seminary to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Sufficient information may include that the employee is unable to perform job functions, the family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a health care provider, or

circumstances supporting the need for military family leave. Employees also must inform the Seminary if the requested leave is for a reason for which FMLA leave was previously taken or certified.

MEDICAL CERTIFICATION FOR A SERIOUS HEALTH CONDITION

If FMLA leave is requested due to the employee's own serious health condition or to care for a family member with a serious health condition, or for the serious injury or illness of a covered veteran, the employee is required to provide medical certification from an appropriate health care provider. The medical certification must include the date on which the condition began and the probable duration of the condition. Failure to provide a satisfactory certification may result in a denial of leave. The Seminary also may require a second opinion or third opinion as to a serious health condition, at the Seminary's expense.

THE SEMINARY'S RESPONSIBILITIES

The Seminary will inform an employee requesting leave whether the employee is eligible for FMLA leave. The notice will specify any additional information required, as well as the employee's rights and responsibilities. If the employee is not eligible for FMLA leave, the Seminary will provide a reason for the ineligibility.

The Seminary will inform an employee if leave will be designated as FMLA leave and the amount of leave counted against the employee's leave entitlement. If the Seminary determines that the leave does not qualify as FMLA leave, the Seminary will notify the employee.

RETURNING TO WORK

If leave is taken due to the employee's own medical condition, the employee is required to provide medical certification that he/she is able to resume work, before returning. A Return to Work Medical Certification form must be completed by the employee and the health care provider. Employees failing to provide medical certification will not be permitted to resume work until such notice is provided. Upon returning from FMLA leave that has not exceeded twelve (12) weeks, or twenty-six (26) weeks in the case of injured service member leave or injured service member leave combined with leave for any other purpose under the FMLA, the employee will be returned to the same position that he or she left when the leave began or to an equivalent position with equivalent pay, benefits and other terms and conditions of employment, in accordance with the conditions provided for such reinstatement under the FMLA. The employee will be reinstated without loss of employment rights or benefits that he or she had earned or accrued prior to the beginning of the leave, except to the extent such benefits were used or paid during the leave.

If an employee decides not to return to the Seminary from an FMLA leave, the employee is requested to inform the Seminary of that decision as soon as possible. The Seminary may then end the leave, and the individual's employment will terminate. If an employee fails to return to work at the end of an approved leave and to notify the Seminary of his or her status, the Seminary may discharge the employee.

BENEFITS DURING LEAVE

The taking of FMLA leave shall not result in the loss of any employment benefits accrued prior to the first day of leave, and the leave period will be treated as continued service for purposes of determining vesting and eligibility to participate in the Seminary's retirement plans. However, an employee does not accrue any other additional benefits (e.g., vacation or sick time) during the leave period (unless it is paid

leave under which benefits would otherwise accrue). The Seminary will continue to maintain the employee's life insurance and group health insurance benefits while he or she is on leave on the same basis as if the employee had continued active employment for the period of designated FMLA leave and with the same employee contribution. For employees on paid leave, their share of premium payments will be deducted from their paychecks in the usual manner. Employees on unpaid leave are responsible for making timely payments to the Seminary for their share of premium payments in order to avoid cancellation of their benefits. If the employee fails to return to work upon termination of the family/medical leave, the employee may be required to reimburse the Seminary for maintaining life insurance and group health coverage during the leave.

KEY EMPLOYEES

Certain key employees may not be eligible to be returned to the same or a similar position upon returning from FMLA leave, if such denial is necessary to prevent substantial and grievous economic injury to the Seminary. A key employee is a salaried employee who is among the highest paid ten percent (10%) of the employees employed by the Seminary within seventy-five (75) miles of the facility at which the employee works.

8.7 ACCOMMODATION FOR NURSING MOTHERS

For a reasonable time period following the child's birth, any employee who is breastfeeding her child will be provided reasonable break times to express breast milk for her baby. Gordon-Conwell has designated the room located outside the Great Room on the Hamilton campus for this purpose. Nursing mothers wishing to use this room should request the room by contacting the Human Resources Department at (978) 646-4051. Employees who work offsite or in other locations will be accommodated with a private area as necessary.

8.8 MASSACHUSETTS SMALL NECESSITIES LEAVE

Employees are eligible for leave under the Massachusetts Small Necessities Leave Act ("SNLA") if they have completed twelve (12) months of service prior to the commencement of leave, and have worked at least one thousand two hundred fifty (1,250) hours in the twelve (12) months prior to the commencement of leave.. This leave allows for a total of 24 hours of leave during a twelve (12)-month period, in addition to leave under the FMLA, to:

- Participate in school activities related to the educational advancement of the employee's son or daughter, such as a parent teacher conference
- Accompany the employee's son or daughter to routine medical or dental appointments such as check-ups
- Accompany an elderly relative of the employee's to routine medical or dental appointments or appointments for other professional services related to the elder's care such as interviewing a nursing home, etc.

Like FMLA leave, leave under the SNLA may be taken intermittently and may be taken in increments of no less than one hour.

SNLA leave is unpaid; however, an eligible employee may elect to utilize accrued vacation and personal holiday or sick time (if related to illness) for time taken under SNLA.

Employees are required to provide as much notice as practicable when there is a need for leave time – seven (7) days when the need to the leave is foreseeable. For more information on this leave please contact the Human Resources Department.

8.9 MASSACHUSETTS DOMESTIC VIOLENCE LEAVE

An employee is eligible for up to fifteen (15) days of unpaid leave in any twelve (12)-month period if the employee or his or her family member is a victim of abusive behavior and the employee is using the leave from work to:

- Seek or obtain medical attention, counseling, victim services, or legal assistance;
- Secure housing;
- Obtain a protective order from a court;
- Appear in court or before a grand jury;
- Meet with a district attorney or other law enforcement official;
- Attend child custody proceedings directly related to the abusive behavior; or
- Address other issues directly related to the abusive behavior.

Please note that the perpetrator of the abusive behavior against a family member is not eligible for Domestic Violence Leave.

The employee is required to notify his or her supervisor in advance of his or her need to take domestic violence leave, unless there is a threat of imminent danger to the employee or his or her family member. If there is such a threat, the employee must provide notice within three (3) work days following the absence.

In addition to notice of the employee's need for leave, the employee must provide documentation of the reason for his or her leave, including any of the following: a protective order; a document printed on court or other official letterhead from which the employee sought assistance related to abusive behavior; a police report or statement to police; official adjudication documents showing the perpetrator's involvement in the criminal justice system; documentation of medical treatment; a sworn statement from a professional advocate; or the employee's own sworn statement, executed under penalty of perjury.

All information related to the employee's leave will be kept confidential by the Seminary and will not be disclosed, except in limited circumstances in accordance with applicable law.

For purposes of this policy, "family member" means persons: (1) who are married to one another; (2) in a substantive dating or engagement relationship and who reside together; (3) having a child in common regardless of whether they have ever married or resided together; (4) in a parent, step-parent, child, step-child, sibling, grandparent or grandchild relationship; or (5) in a guardianship relationship.

Employees are required to use all available personal, sick, annual, or vacation leave before taking unpaid leave. To the extent employees are eligible for leave under the federal Family and Medical Leave Act ("FMLA") and the Massachusetts Domestic Violence Leave Act, such leaves will run concurrently.

8.10 PERSONAL LEAVES OF ABSENCE

If you desire a leave of absence without pay or benefits not otherwise stipulated in this handbook, you should apply in writing, as far in advance as possible, to your supervisor, with a copy to the Director of

Human Resources. Such request must specify the reason for the leave, the date the leave will begin, the duration of the leave and the employee's intention to return to his or her position. Requests for personal leaves of absence are reviewed on a case-by-case basis. Any personal leave of absence is granted solely at the discretion of Gordon-Conwell.

The decision on a request for a personal leave of absence is made by the Divisional Vice-President (or Dean) in consultation with the supervisor and the Director of Human Resources. The leave may be granted taking into consideration the needs of the department and Seminary at that time, the nature of the leave, and the employee's work record. (Informal personal leaves, however, of up to two weeks may be granted by your supervisor with written notification to the Human Resources Department and the Divisional Vice-President or Dean.)

Employees must have completed their three-month introductory period. Normally, personal leaves may not exceed three (3) months.

A personal leave of absence may be granted under the following circumstances:

- The employee must exhaust all accrued personal holiday and vacation time earned to date beginning with the onset of the leave of absence. This paid time off may not be spread out over the leave period.
- There will be no accrual of sick time or vacation time during the unpaid portions of the leave. Employees will not be eligible for compensation for any holidays which fall during any unpaid portion of a leave of absence.
- During personal leaves of absence, certain employee benefits may not apply. During personal leaves of absence not exceeding three (3) months in length, life and long-term disability insurance benefits (if applicable), however, ordinarily provided by the Seminary will continue during the period of approved leave to the extent allowed under our contracts with these two insurers. During the paid time-off portions of the leave, regular deductions for health insurance coverage and spending account contributions will continue. An employee may choose to continue their health insurance benefits during the unpaid portion of the leave; however, they are responsible for paying the full premium and making necessary contributions for these benefits. Prior to the commencement of their leave, employees must make arrangements with the Human Resources Department regarding the timely payment of these premiums and contributions. Normally, payment would be expected at the same time, as payroll deductions would have been made. Although employees are not required to pre-pay any contributions prior to their leave, an employee can request to make pre-payment and take advantage of pre-tax payroll deductions. Any outstanding amounts due the Seminary because of unreimbursed health insurance benefits provided during the leave will be deducted from the employee's first paycheck upon return. Please contact the Human Resources Department to complete a Wage Deduction Authorization form.
- Although the Seminary cannot guarantee reinstatement in all cases, we will make reasonable attempts to restore an employee who returns to work at the end of his/her leave to the same or similar position.

If during the employee's leave of absence, it becomes necessary for the Seminary to fill the vacant position on a regular basis, the employee may be requested to return to work prior to the scheduled ending date of his/her leave. If the employee is unable to return, the position will be filled and upon termination of the original period of leave, the employee will be considered for other open positions for which he or she is qualified.

- The Seminary reserves the right to terminate a leave if the reason for the absence can no longer be demonstrated as valid.

Extensions to leaves are not automatic and require the same review, recommendations and decision process as the original application.

Employees are expected to return to work at their normal starting time on the next scheduled workday following the leave's end. Failure to do so will result in termination as a voluntary quit.

8.11 ABSENCE FOR MILITARY AND UNIFORMED SERVICES

In accordance with the Uniformed Services Employment and Reemployment Rights Act ("USERRA"), the Veterans' Benefit Improvement Act of 2004 and to support those serving in our country's military and uniformed services, the Seminary is pleased to extend appropriate leave benefits to regular staff, faculty and administrative employees who are serving in the military and uniformed services.

Individuals serving in the military and uniformed services are encouraged to contact the Human Resources Department for details on leave eligibility, notice requirements, leave duration, benefit provisions and reinstatement criteria.

Generally, a regular employee is eligible to be granted leave and reinstatement by providing appropriate notice (advance notice when possible), having less than five (5) years of cumulative military/uniformed service while employed by Gordon-Conwell, returning to work or applying for reemployment in a timely manner after the conclusion of service (to be determined based upon length of military service), separating from military service under honorable conditions and assuming that an individual's position would not have been otherwise impacted (during but not related to military service) and thus eliminated under an institutional reduction in force.

Military leave is generally unpaid; however, individuals may elect to utilize accrued vacation benefits or personal holiday time at the onset of the leave. Seminary-provided health insurance may be continued by the employee and his or her covered dependents for up to twenty-four (24) months while the employee is in the military and at his or her full expense. Individuals who do not elect continued coverage during military leave still retain rights to be reinstated to the Seminary-sponsored health plan upon reemployment.

Under USERRA, an individual's time limits for returning to work depend on the duration of military service. For service of one to 30 days – the individual must report back to work by the beginning of the first regularly scheduled workday upon completion of military service. For service of 31-180 days, the individual must make application for reemployment within 14 days of completing his or her service. And, for individuals with 181 days or more, the individual must make application for reemployment within 90 days after completing his or her military service. The Seminary will make reasonable efforts to

qualify returning employees for reemployment into positions that they would otherwise be entitled to hold, including with measures such as refresher training, technological updates, etc.

The Seminary will not discriminate on the basis of an individual's past or present military service or veteran status – including veterans with disabilities.

For more specific information about your rights and responsibilities relating to military leave, please contact the Human Resources Department.

8.12 ABSENCE FOR JURY DUTY/COURT APPEARANCES

All employees called to Jury Duty or to serve as a witness in court are given time off from work. The Seminary will pay all exempt employees and all regular, full-time, non-exempt employees regular pay, less the amount paid by the state or local jurisdictions for all time served.

Regular part-time classification A and classification B non-exempt employees, as well as temporary staff employees will be paid for the first three (3) days of service only, (assuming the first three days fall during their regularly scheduled days of work). After the three-day period, the state pays jurors on a per diem basis.

Employees should present the Order to Appear as soon as possible after receipt so those work schedules may be adjusted. If compensated for serving as a juror, indication of the sum received should also be presented.

When not required to serve actively as a juror or witness, employees will be expected to report to work.

8.13 TIME OFF TO VOTE

The Seminary encourages employees to exercise their right to vote. While it is normally expected that an employee would have opportunity to vote before or after work, if needed, an employee will be granted unpaid time off to vote. Requests should be made to the supervisor and up to three (3) hours will be provided to vote.

8.14 ABSENCE FOR DEATH IN FAMILY

In an effort to assist our employees in time of death in the immediate family, it is the policy of the Seminary to allow bereavement time off with pay. Upon notification to your supervisor, you may be granted as many as three (3) days off with pay by reason of death in your immediate family. Members of the immediate family are considered to be mother, father, wife, husband, sister, brother, daughter, son, grandparents, and these relatives of your spouse. Employees who desire more time off may request to use vacation time, personal holiday, or take days off without pay upon approval of the Seminary.

8.15 COMP TIME FOR VOLUNTEERS AT COMMENCEMENT AND BACCALAUREATE

An employee who volunteers to work at the Commencement or Baccalaureate Services or the Baccalaureate banquet will receive paid time off during the following week. For working at one activity an employee will receive one-half a day off. For working at two or more activities, an employee will receive a day off. The time off must be used during the week following commencement. The time off must be scheduled in advance with your supervisor.

SECTION IX: INSURANCE, RETIREMENT, AND RELATED EMPLOYEE BENEFITS

The following sections on group health and related benefits serve to briefly introduce employees to the various employment benefits currently offered by the Seminary. A number of the programs (such as Social Security and workers' compensation) cover all employees in the manner prescribed by law. Some benefit programs require contributions from employees, and others are fully paid by the Seminary.

Separate booklets that describe the various benefit plans that are summarized only briefly in this section, are available from the Human Resources Department via our online human resources portal. For official information on these plans including specific eligibility guidelines, coverages, etc., please refer to the official plan documents and contracts. In each case, the actual provisions of the formal plan, policy or contract govern in determining eligibility for benefits, benefit levels and all other matters. The Seminary may make changes to group health and other employment benefits at its sole discretion and the descriptions in this Handbook do not represent a contract between the employee and the Seminary.

9.1 HEALTH INSURANCE

Full-time employees are encouraged to enroll in the health plans offered by the Seminary. The group plans provide medical and dental insurance coverage to participating employees of the Seminary as well as their eligible dependents.

Enrollment in the plan is not automatic. You must apply, during the first 30 days of employment, to be enrolled. Coverage is effective the first of the month following the date of hire, or on the date of hire should it fall on the first of a month.

Should an employee decide not to participate, they may not opt to participate again until the annual open enrollment period or unless there is a qualifying family event.

Health insurance is on a contributory basis. A portion of the premium is paid for by the Seminary; the remainder is paid for by the employee through pre-tax payroll deductions. The contribution amount made by the Seminary is reviewed annually and is subject to change.

For more detailed information on the health insurance plans offered by the Seminary as well as for information on the Seminary's compliance with the Patient Protection and Affordable Care Act, please contact the Human Resources Department or refer to the official plan documents.

9.2 CONSOLIDATED OMNIBUS BUDGET RECONCILIATION ACT (C.O.B.R.A.)

Under a federal law, commonly known as COBRA, employees and beneficiaries may be eligible to continue on the group health plan for a limited time at their own expense, following events such as termination of employment, death, reduction of employment hours, divorce or separation, retirement, or other covered qualifying events when their coverage under such plan would otherwise cease. Unless otherwise provided by applicable law, the cost of such continued coverage is paid entirely by the employee, and may be subject to an administrative fee.

For more information, including your rights and responsibilities under this Act, please contact the Human Resources Department.

9.3 LIFE AND ACCIDENTAL DEATH & DISMEMBERMENT INSURANCE

Group term life and accidental death and dismemberment insurance is currently provided for all full-time employees.

Application for enrollment in the plan is made at the time your full-time employment begins and is effective the first of the month following the date of your full-time employment or on the date of your full-time employment, should it fall on the first of a month.

9.4 LONG TERM DISABILITY INSURANCE

The Seminary covers each of its full-time employees for long term disability and assumes the full premium for this currently insured coverage. The benefit amount is at 60% of an employee's insured monthly earning subject to a maximum amount of \$5,000 per month. There is a six (6)-month qualifying period prior to the onset of benefits, subject to the terms of the plan. The Seminary will provide extended sick pay to eligible employees to maintain continued income during the waiting period. For more information on the long-term disability insurance coverage, please refer to the "Schedule of Insurance" in your long-term disability materials or contact the Human Resources Department.

9.5 WORKERS' COMPENSATION

All employees are covered under the Workers' Compensation Act. The cost of this coverage is paid by the Seminary. Workers' compensation insurance benefits provide protection to both employees and the Seminary if an employee is injured on the job or suffers a workplace-related illness.

Neither the Seminary nor the Seminary's insurance carrier will be liable for the payment of workers' compensation insurance benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social or athletic activity sponsored by the Seminary.

All on-the-job accidents, no matter how slight, should be reported to your supervisor and to the Human Resources Department. Medical attention, if needed, may be received at the nearest hospital of your choice. An accident form must be completed and forwarded to the Human Resources Department for appropriate filing.

Should on-the-job injuries or illnesses result in time lost from work, you will be paid in accordance with the sick leave policy for as long as necessary or until your sick leave is exhausted. Any payments received from the Workers' Compensation insurance for time already compensated by the Seminary are to be returned promptly to the Seminary. Any of these injury or illness absences not covered by the sick leave benefit will be subject to the Workers' Compensation program in accordance with the appropriate rules and state and federal regulations.

9.6 SUPPLEMENTAL LIFE INSURANCE PLAN

A voluntary supplemental group term life insurance plan is available to eligible employees. This coverage is paid for through convenient payroll deductions and allows for savings as employees are purchasing insurance at group rates. Please refer to the plan booklets and documents for information on benefits, eligibility, and coverage.

9.7 VISION INSURANCE PLAN

Vision insurance is available to eligible employees. The voluntary group plan provides vision insurance coverage to participating employees of the Seminary as well as their eligible dependents. Employees must enroll within the first thirty (30) days of employment or during the annual open enrollment period. Coverage is effective on the first of the month following date of hire (or on the date of hire should it happen to fall on the first of the month), or on July 1st if elected during open enrollment. Please refer to plan brochures and documents for detailed information, cost and official coverage guidelines.

9.8 LEGAL INSURANCE

This voluntary legal insurance plan is available to eligible employees and paid through convenient payroll deductions. Please contact the Human Resources Department for policy brochures and information on plan benefits, rates and eligibility.

9.9 FLEXIBLE BENEFITS / REIMBURSEMENT ACCOUNTS & PREMIUM CONVERSION

Full-time employees are eligible to participate in the Seminary's Flexible Benefits/ Reimbursement Accounts Plan. This plan not only converts your contributions towards the Seminary health insurance plans into a pre-tax expense, but also allows you to defer a portion of your compensation into a benefit vehicle known as a reimbursement account or spending account. You use the balance in these accounts to reimburse yourself for qualified expenses. The ability to build a personal benefit program on a tax-favored basis is the prime advantage of the spending account plan.

You may establish reimbursement accounts for two separate categories of predictable expenses: health care expenses and dependent care assistance. Participants should be aware, however, that they cannot change their elections during the plan year unless they have a qualifying change in family status. Also, any amounts unused will be forfeited at the end of the plan year claims period so participants should make elections carefully and conscientiously.

You may build a completely new plan each year. Eligible employees may decide to participate at their time of hire and/or during the annual re-enrollment period each year.

Information on the plan including enrollment forms, the summary plan description and worksheet can be obtained from the Human Resources Department.

9.10 RETIREMENT PLAN

The retirement plan is administered by the Teacher's Insurance and Annuity Association of America and the College Retirement Equities Fund (TIAA). Eligible employee may participate beginning with the first of the month on or following date of hire. There is a two (2)-year service requirement before funds attributable to Seminary contributions become vested.

Eligibility requirements and the various policies, procedures and options of the retirement plan are available in the Human Resources Department and in the Summary Plan Description. Information is automatically provided to you when you become eligible, and all retirement plan information is updated as needed.

Also available are tax-deferred annuities offered by TIAA through the Seminary. These tax deferred annuities (including the group supplemental retirement annuity) can supplement your core retirement

plan savings. These tax-deferred contributions, which are conveniently made through payroll reductions, are over and above any amounts that may be contributed to your basic Defined Contribution Retirement Plan by you and/or the Seminary. If you are interested in learning more about the core Defined Contribution Plan or the Tax Deferred Annuity Plan, please contact the Human Resources Department to obtain official information on these plans.

9.11 SERVICE AWARD PROGRAM

Successfully carrying out the daily operations and mission of the Seminary is dependent upon long term service by dedicated staff employees.

The Seminary formally recognizes the service of full-time and part-time employees through the presentation of service award gifts at five (5)-year intervals.

9.12 TUITION BENEFIT PROGRAM

As an institution of higher education and as part of our belief in encouraging individuals to become knowledgeable of God's inerrant Word, competent in its interpretation, proclamation, and application in the contemporary world, we encourage employees to take advantage of the educational courses offered at the Seminary. In upholding this belief, we are pleased to make available various tuition audit, waiver, and scholarship benefits to eligible employees.

All active full-time employees are eligible to take advantage of this benefit, beginning with courses that start after the employee completes three (3) months of regular, full-time service as an employee. Eligible employees who wish to take courses through this benefit program must meet regular admission requirements and pay the standard application fee. Full-time employees include all exempt and non-exempt employees working thirty (30) or more hours per week. It should be understood that should an individual's status change, and they are no longer employed by Gordon-Conwell, or no longer working in a full-time capacity, this benefit will no longer apply. If there is a change in status during the time an employee is enrolled in a course(s) for which tuition has been waived, then that course(s) will be covered under the tuition benefit. All subsequent courses, however, will not be covered by this benefit. Please note that a Courtesy Audit benefit is available to employees who wish to take classes themselves during the three (3) month wait period.

With their supervisor's approval, employees may take up to a maximum of three (3) courses per calendar year under this benefit program (any additional courses would be paid for by the employee), subject to the Service Component noted below. Normally, employees would take up to one course per fall semester, one course per spring semester, and one course during summer or during winter session. A maximum of one course per semester or session may be allowed during an employee's normal working hours, but only if the following criteria are met:

1. The employee has received the supervisor's initial verbal and subsequent written approval to do so.
2. The employee agrees to make up the time they miss because of a class, during the same day or within that same workweek. The employee's supervisor will decide which option is utilized.

3. The employee fully understands that his/her primary role at Gordon-Conwell is that of an employee and should work performance suffer in any way because of involvement in course work, the team leader has the right to withdraw this privilege.

An employee should further understand that due to the intensive nature of many courses, especially courses offered during winter or summer session, the employee's supervisor has the authority to approve or disapprove an employee's request to take such a course under tuition waiver based upon the nature of the course, the nature of the individual's job, departmental needs, and the supervisor's objective judgment of the particular situation.

The waiver of tuition benefit applies to regular curriculum courses, and courses offered through the Boston Theological Institute program. The waiver of tuition also applies to independent study programs and directed study courses and Semlink. Certain masters' level specialized educational programs such as the MA in Counseling are also covered under the tuition waiver benefit. Considering these types of programs have limited enrollment, the Seminary may deny an individual the privilege of taking related courses under the tuition waiver benefit if such individual's enrollment replaces that of a paying student (i.e., if the course limit is near or at maximum). The waiver of tuition benefit applies to the Doctor of Ministry program. For employees, the typical annual Doctor of Ministry residencies and associated projects are equal to three (3) courses under the waiver benefit. As fees are not covered under the tuition waiver policy for any degree program, Doctor of Ministry continuation fees are not eligible for waiver.

Service component of Tuition Benefit Program (New in 2021)

Beginning July 1, 2021, a service component will become part of the tuition benefit program. As noted above, after three (3) months of full-time employment, eligible employees may take up to three (3) courses per academic year under the tuition benefit program.

For each year of continuous service to GCTS, the tuition associated with one course per year will be fully waived. The full tuition cost of any additional courses taken each year will be payable to GCTS should an employee voluntarily leave full-time service prior to the completion of five (5) years of service. For example, if an employee has taken five classes over a two-year period, but voluntarily leaves full-time service after those two years of service, the employee will be responsible for repaying the seminary for the tuition for three courses. If the employee remains in service for three years, the employee would only be responsible for paying for two of the five courses. After five (5) years of service, all remaining tuition payments due are waived. In the event that an employee is terminated for cause or through a reduction in force, tuition repayments will not be required.

Grandfather clause: Any employee who began working on a full-time basis prior to July 1, 2019 is not subject to the service component.

Waiver of Tuition Benefit for spouse and children

The tuition benefit is also extended to spouses and children of full-time employees (but not the spouse of an employee's children) beginning with courses that start after the employee has satisfied three (3) months of full-time service. This benefit is equal to 50% of the net tuition bill (fees not included), awarded through the Financial Aid Office. (The spouse or child must apply for financial aid through the normal process.) Eligible spouses and children must also pay the application fee, as well as any other

applicable fees associated with being a student; however, no matriculation deposit is required. Regular admission requirements must be met. (Please note that under current regulations scholarships awarded to the spouse or children of an eligible employee are ordinarily NOT considered taxable income. Employees are encouraged to seek their own tax advisors to satisfy themselves about applicable tax issues.)

The tuition benefit is slightly different for the spouse and children of faculty members and members of the President's Administrative Team (please contact the Human Resources Department for specific guidelines and eligibility) and will be treated as taxable compensation to the employee – in compliance with federal tax rules.

Again, this waiver of tuition benefit and scholarship benefit applies only to the above-mentioned courses, and the benefit will immediately be withdrawn should a spouse's partner, or a child's parent's status change (i.e., they are no longer employed by Gordon-Conwell, or they no longer work on a full-time basis.) If a spouse or child is enrolled in a course(s) during the time the employee has a change in status, that course(s) will be covered under the tuition benefits; however, future courses will not be eligible.

There is no limit on the number of courses a spouse or child may take per year or semester, unless a limit is deemed necessary by the Seminary, such as in programs with limited enrollment.

Process

It is an employee's responsibility to apply for this benefit (forms available from the Human Resources Department) and submit required forms in a timely manner each semester by the set deadlines.

As with all policies outlined in this Handbook, the Tuition Benefit Program is subject to change including termination at any time.

9.13 SCHOLARSHIPS AT GORDON COLLEGE

Children and spouses of full-time employees may be eligible for the Gordon-Conwell Scholarship (currently at 75 percent of tuition) at Gordon College for undergraduate education, pending admission to the college. This aid will be awarded by Gordon College as part of its regular aid awards and is subject to review on an annual basis. This benefit is available to full-time, active employees after a five (5)-year service requirement has been met.

9.14 OTHER BENEFITS

Please also refer to the Appendices A, B, C and D for campus specific services and benefits.

SECTION X: DISCIPLINARY PROCEDURES AND TERMINATION ISSUES

10.1 DISCIPLINARY PROCEDURES

Like at all other institutions and organizations, order and discipline are necessary at the Seminary to promote efficiency, service, and cooperation. By utilizing various types of disciplinary responses, the Seminary hopes that most employee challenges can be corrected at an early stage, benefiting both the employee and the Seminary. As part of this process, it is essential that the employee accepts personal responsibility for maintaining high standards of conduct and job performance, including observing the Seminary's rules and policies.

It is important that all employees regularly perform to the best of their abilities. There will be occasions, however, when employees perform at an unsatisfactory level, violate a policy, or commit an act that is inappropriate. In such cases, the Seminary may choose to exercise its discretion to utilize forms of discipline that are less severe than termination. Many factors are taken into consideration in implementing the disciplinary action, including: the nature and seriousness of the challenge, the employee's past record, the impact on the Seminary, and any mitigating or aggravating circumstances.

The purpose of disciplinary measures short of termination of employment is corrective, to encourage the employee to improve the employee's conduct or performance. These disciplinary measures will not apply in the event of an offense that warrants immediate termination of employment, or in other circumstances when the Seminary determines, in the Seminary's sole discretion, that intermediate measures would be inappropriate.

Gordon-Conwell will, if possible, follow the procedures described in this section. Nothing in this policy gives an employee the right to receive any particular level of discipline in any given situation, nor does anything in this policy limit Gordon-Conwell or the employee's right to terminate employment at any time, with or without notice.

In general, disciplinary action may include any or all of the following measures:

Oral Warning

The supervisor discusses with the employee specific reasons for the warning. A specific time may be given in which to correct the performance. The initial oral warning is documented and a copy is kept at the Human Resources Department in the employee's personnel folder.

Written Warning

If the employee's performance does not improve, or the violation is serious enough, a written warning is given by the supervisor. This warning may indicate that continuance of this performance may be cause for further disciplinary action up to and including probation or termination. The employee will be given a copy of the written warning, and the original will be placed with the Human Resources Department, kept in the employee's personnel folder.

Probation

If the employee's performance does not improve or the violation is serious enough, the supervisor may put the employee on probation, which may include additional various expectations, requirements and actions. The terms of the probation will be put in writing and provided to the employee, and an original will be placed with the Human Resources Department, and kept in the employee's personnel folder.

Termination

If the employee's performance does not improve, or should, in the judgment of the Seminary, the violation warrant immediate termination, the Seminary will terminate the employee.

While one or more of these sanctions may be imposed in connection with a particular employee, no formal order or system is necessary. The Seminary may terminate the employment relationship without following any particular series of steps whenever it determines, at its own discretion, that such action is necessary.

Nothing in this section on Discipline shall be interpreted to contradict the nature of the at-will employment. As stated elsewhere, employees are employed at-will. As permitted by law, this means that the Seminary and the employee are free to end the employment relationship at any time for any reason, or for no stated reason, with or without notice.

10.2 TERMINATION ISSUES

VOLUNTARY TERMINATIONS

Resignations

An employee may decide to voluntarily resign from his or her position at any time, for whatever reason he or she chooses.

If for some reason you choose to leave the employ of the Seminary, the Seminary encourages you to talk it over with your supervisor before making a final decision. The talk may be helpful to you both; many problems may be resolved through such a discussion.

If an employee decides to leave, he or she should submit a written resignation letter to his or her immediate supervisor with a copy to the Director of Human Resources. Employees are requested, but not required, to give at least two (2) weeks' notice to the Seminary when terminating employment. Exempt employees are requested, but not required, to give at least four (4) weeks' notice.

Retirement

Retirement for employees is not mandatory at any age. Employees who decide to retire are requested to give the Seminary adequate notice of this decision, as is the case for all voluntary terminations.

Pre-retirement planning information and assistance is available from the Human Resources Department. Employees are encouraged to seek assistance from the Human Resources Department as well as other

sources such as the Social Security Administration; TIAA, etc. well in advance of the retirement date so that ample time is available for planning and decision making.

INVOLUNTARY TERMINATIONS

Discharge

The Seminary has the right to discharge any employee at any time, with or without notice, and for any reason or no reason.

Employees who are discharged will be paid all wages due them, including accrued, unused vacation time, according to federal and state law.

Reduction in Force

A reduction in force ordinarily occurs with the elimination of a position, or the reduction of hours of a position, which may result from a change in the Seminary's programs, from budgetary restrictions, from the restructuring of a department, from the expiration of a grant, etc. Before it is implemented, a proposed reduction in force must be reviewed by the President's Cabinet, the Director of Human Resources, and the supervisor.

The Human Resources Department will be available to offer assistance to the affected employee in the way of job search support including assistance with resume preparation, interviewing skills and outplacement referral. The Human Resources Department will also consult with the employee on benefit continuation issues and will conduct normal exit interview procedures.

Although the Seminary cannot guarantee alternative placement, if an employee's position has been eliminated through a reduction in force, she/he may receive consideration for other appropriate positions available at the Seminary for which she/he is qualified.

EXEMPTION FROM UNEMPLOYMENT INSURANCE

For employees working in Massachusetts, the Seminary is exempt from the provisions of the Massachusetts Employment Security Law. The Seminary is considered exempt under the law as our operations are performed primarily for religious purposes.

Former employees working in Massachusetts are therefore not eligible to collect unemployment compensation based upon employment at Gordon-Conwell.

Employees working in North Carolina or Florida should contact the Director of Human Resources for more information.

EXIT INTERVIEW AND FINAL PAY

All employees who leave the Seminary have the opportunity to participate in an exit interview with the Director of Human Resources. In addition to the interview itself, benefit continuation matters will be

discussed, payroll matters including calculation of accrued unused vacation time that will be paid will be confirmed, keys and issued ID cards will be accepted, etc.

In the case of an involuntary termination of employment, final pay will be provided to the employee in accordance with applicable law. In the case of a voluntary termination of employment, the employee's final paycheck will usually be issued on the next regular payday and mailed to his or her last known home address or as otherwise required by applicable law.

Final pay will include (i) payment for hours worked since your last payday, and (ii) payment for unused vacation time accrued during the calendar year of the termination of employment. Final pay will be reduced by (i) required legal deductions, such as Social Security payments and state and federal income taxes; (ii) authorized deductions, such as those for coverage under the group health and dental insurance plans; (iii) any overpayment of wages due and reimbursable to the Seminary as a result of advance pay (either through payment of payroll in advance or use of paid vacation time in advance of accrual), and (iv) any other amounts authorized by you or permitted by applicable law.

RETURN OF SEMINARY PROPERTY

Upon termination from employment for any reason, by either employee or the Seminary, the employee shall immediately return all Seminary property to the supervisor and provide all passwords utilized by the employee to the supervisor. Such property may include, but is not limited to, keys, computers, proximity card, etc., all of which must be returned in satisfactory condition immediately upon request or upon termination of employment for any reason. Employees may not retain copies of such property, materials or written or electronic information.

APPENDIX A – HAMILTON CAMPUS

A.1 CHAPEL

Members of the Seminary community on the South Hamilton campus are encouraged to worship with the community at the All-School Chapel. All Seminary offices, faculty offices, the library, the Book Center, and other service areas are closed for the full hour and no meetings other than community worship are scheduled at that time.

Employees are also encouraged to attend chapel on the other days of the week on which chapel is held with the understanding that this attendance be compatible with your workload and with the approval of your supervisor. (Making up the work time missed is at the discretion of the supervisor.)

A.2 STAFF PRAYER MEETINGS

You are invited and highly encouraged to attend the weekly staff prayer meeting. Please be sure to coordinate with your supervisor to ensure that your absence from your office is compatible with needs of your department. This prayer meeting is led by a staff member on a voluntary basis.

A.3 PARKING AND AUTOMOBILE REGULATIONS

All vehicles that are parked regularly on campus must be registered. A form for this purpose is located on the Human Resources system. Upon completion, employees may submit their form to the Mail Room. Parking stickers are provided by Gordon College and will arrive by campus mail. You have the responsibility to follow the regulations of the Seminary in regard to automobile use on the campus.

A.4 THE BENNETT CENTER AT GORDON COLLEGE

The Bennett Center at Gordon College offers aerobics classes, the use of racquetball courts, a pool, a rock climbing wall, and exercise equipment at a discount for Gordon-Conwell staff and spouses of staff. For details please contact the Bennett Center directly.

A.5 KEYS

Keys are issued by the Facilities Department and must be returned directly upon termination of employment. Unauthorized use of Seminary keys is prohibited and may result in disciplinary action. Keys remain the property of the Seminary and are not to be duplicated, loaned or given to anyone other than the individual to whom the key was issued.

A.6 LOST AND FOUND

Student Life Services is in charge of lost and found articles.

A.7 LIBRARY SERVICES

Employees are welcome to use Gordon-Conwell Libraries and may check items out. Hamilton staff may make interlibrary loan requests.

A.8 MAIL SERVICES

Incoming mail will be distributed by noon Monday through Friday. Outgoing mail is picked up each afternoon, Monday through Saturday. There is no mail delivery on Sundays or federal holidays. There is a drop in the mailroom lobby for mail addressed to members of the Seminary community. This mail is placed in the boxes often throughout the day. Authorized notices in quantity for the students and/or faculty and staff should be given to the mail clerk for distribution. The mailroom window is open from 9:00 AM until 4:00 PM, Monday through Friday.

A.9 FOOD SERVICES

Meals

Meals are served in the cafeteria. Dining Services at Gordon Conwell is managed by Sodexo Campus Services.

Vending Machines

Vending machines offering beverages and snacks are located in Kerr and the Academic Center.

Catering Services

For those who are planning private parties and/or weddings, Sodexo offers a full repertoire of catering services as part of their Campus Dining Program. From simple parties and bountiful buffets, to elaborate dinners and elegant events, the Catering Department can be the solution to students' special needs. For more information, please contact Dining Services at 978-646-4041 or visit <http://www.gordonconwell.edu/hamilton/current/Food-Services.cfm>.

A.10 NOTARY SERVICE

Notary services are available through the Office of the Vice President for Finance and Operations.

A.11 SALES AND SERVICES ON CAMPUS

The granting of concessions on campus is the prerogative of the Vice President for Finance and Operations. The regulation governs any business projects or solicitations undertaken on campus sponsored by students, faculty, staff or other individuals and organizations.

As a general policy, there can be no business activity which is in direct competition with any of our auxiliary enterprises; specifically, the exhibit and sale of books other than through Book Centre is prohibited.

A.12 GIVE AND TAKE SHOPPE

The Give-And-Take Shoppe, located on the South Hamilton campus, is a ministry available to the whole Seminary community for free clothing exchange, maintained by volunteers. The Shoppe is open during posted hours. Drop your donations at the door and feel free to take anything you need. For more information contact Student Life Services.

A.13 USE OF SEMINARY FACILITIES

The use of Seminary facilities can be coordinated through the Physical Plant office.

A.14 WEEKLY ANNOUNCEMENTS

A weekly announcement sheet called the *Friday A.M.* is emailed each Friday while school is in session. During the summer months, the *Friday A.M.* is published only once a month in June and July, with no publications in August. Items for *Friday A.M.* are to be submitted via email to Copy Services by noon on Wednesday prior to the next Friday's publication.

A.15 STAFF ASSOCIATION

The Gordon-Conwell Theological Seminary Staff Association was organized in 1976. All employees who are not members of the President's Cabinet or faculty and who fill officially designated staff positions are members of the Staff Association.

The primary purposes of the Association are to serve as a forum in which various needs and concerns can be expressed and to cultivate and preserve community within the staff.

The Association is directed by an Executive Committee whose responsibilities are to plan opportunities for staff fellowship, coordinate all committee activities and to act as a communication channel between the Staff and Administration.

A.16 GROUP AUTOMOBILE & HOMEOWNERS INSURANCE

The Seminary offers a group automobile and homeowners insurance to benefit-eligible employees. There is a discount on the automobile insurance and there may be a discount on the homeowner's policy,

Please see the Human Resources Department for full details and appropriate forms.

A.17 ON-CAMPUS HOUSING POLICY FOR FACULTY AND STAFF

Pending availability of Seminary apartments, there are some limited opportunities for staff to live conveniently on-campus. Staff are encouraged to contact the Housing Office for details on availability, application procedures and policy guidelines. Typically, application is made during the late spring and summer months.

Employees living in campus housing must sign an Employee Housing Agreement and Payroll Deduction Authorization Form and must abide by the Seminary's Employee Housing Guidelines.

APPENDIX B – BOSTON CAMPUS

B.1 GROUP AUTOMOBILE AND HOMEOWNERS INSURANCE

The Seminary offers a group automobile and homeowners insurance to benefit eligible employees. There is a discount on the automobile insurance and there may be a discount on the homeowner's policy,

Please see the Human Resources Department for full details and appropriate forms.

APPENDIX C – CHARLOTTE CAMPUS

C.1 STAFF PRAYER MEETINGS

You are invited and encouraged to attend the weekly corporate prayer meeting. Please be sure to coordinate with your supervisor to ensure that your absence from your office is compatible with needs of your department.

C.2 KEYS

Keys are issued by the Facilities Department and must be returned directly upon termination of employment. Unauthorized use of Seminary keys is prohibited and may result in disciplinary action. Keys remain the property of the Seminary and are not to be duplicated, loaned or given to anyone other than the individual to whom the key was issued.

C.3 LOST AND FOUND

The Facilities Department is in charge of lost and found articles.

C.4 LIBRARY SERVICES

Staff members have full access to the library collection, including Inter-Library Loans and Inter-Campus loans, as well as the full digital collections (DTL). Staff also receive a 10% discount in the bookstore.

C.5 MAIL SERVICES

Incoming mail will be distributed to individual and departmental mailboxes in the mailroom. There is a drop box in the mailroom for outgoing mail, which is taken out by 8:15 Monday through Friday.

C.6 USE OF SEMINARY FACILITIES

The use of Seminary facilities should be coordinated through the Facilities Department.

C.7 HOURS OF WORK

The Charlotte campus administrative hours are typically Monday through Friday, 8:00 AM to 4:00 PM, with classes on the evenings and weekends. The library is typically open during administrative hours and during class times. Specific employee schedules will vary depending on their role, and should be coordinated with their supervisor.

During holiday closures, the building will be locked (**no access**) and monitored with a silent alarm by a third-party. Should the building be accessed during this monitoring, police will be dispatched to campus. Accordingly, employees are encouraged to make arrangements to collect any needed office materials prior to holiday breaks, and are discouraged from attempting to enter the building during holidays.

C.8 INCLEMENT WEATHER POLICY

Once a decision is made to cancel classes and close offices, and email will be sent to all faculty, staff, and students using the Charlotte campus listservs. The professor is also advised to send notices via Canvas.

C.9 STATE AND FEDERAL AGENCIES

Employment and discrimination information for North Carolina is posted on the breakroom wall. The following is a list of state and federal agencies that enforce employment laws:

North Carolina Department of Commerce

Division of Employment Security

PO Box 25903

Raleigh, NC 27611

919-707-1237

des.nc.gov

North Carolina Industrial Commission

1235 Mail Service Center

Raleigh, NC 27699-1235

www.ic.nc.gov

NC Department of Labor

Occupational Safety and Health Division

1101 Mail Service Center

Raleigh, NC 27699-1101

1-800-625-2267

www.labor.nc.gov

Employee Classification Section

NC Industrial Commission

1233 Mail Service Center

Raleigh, NC 27699-4333

919-807-2582

APPENDIX D – JACKSONVILLE CAMPUS

D.1 STAFF PRAYER MEETINGS

You are invited and encouraged to attend the weekly corporate prayer meeting. Please be sure to coordinate with your supervisor to ensure that your absence from your office is compatible with needs of your department.

D.2 PARKING

Parking is provided by the Salem Centre building. Please follow all parking signs and guidelines provided by the Salem Centre, which are subject to change by building management.

D.3 KEYS

Keys are issued by the Salem Centre, with a deposit paid by the Seminary, and must be returned directly upon termination of employment. Unauthorized use of building keys is prohibited and may result in disciplinary action. Keys are the property of the Salem Centre and are not to be duplicated, loaned or given to anyone other than the individual to whom the key was issued.

D.4 LIBRARY SERVICES

Staff members have full access to the library collection as well as the ability to make Interlibrary loan requests.

D.5 USE OF SEMINARY FACILITIES

The use of Seminary facilities can be coordinated directly through the Assistant Director of Operations.

D.6 HOURS OF WORK

The normal working day at Gordon-Conwell for employees working at the Seminary's Jacksonville campus is from 8:30 AM to 4:30 PM, Monday through Friday. During holidays, building closure will be determined by the Salem Centre and should be honored by Seminary employees. The Salem Centre building is open from 8:30 a.m. – 5:30 p.m. Monday – Friday. If a Seminary employee requires access to the building outside of normal business hours, it is to be coordinated directly with the Salem Centre.

D.7 INCLEMENT WEATHER POLICY

If it is determined that classes will be cancelled or the Seminary offices will be closed due to inclement weather, changes will be communicated via email to ALL-JAX as needed, as well as directly by each professor via Canvas as relating to class cancellations. Make-up class times are designated for each semester by the Registration Office and should be followed to the best of the employee's ability in the event of rescheduling due to weather-related cancellations and closures.

D.8 STATE AND FEDERAL AGENCIES

The following is a list of state and federal agencies that enforce employment discrimination laws:
Jacksonville Human Rights Commission
117 West Duval Street Suite 350
Jacksonville, FL 32202

Florida Commission on Human Relations
4075 Esplanade Way Unit 110
Tallahassee, FL 32399

U.S. Equal Employment Opportunity Commission
100 SE 2nd Street #1500
Miami, FL 33131

EMPLOYEE ACKNOWLEDGMENT FORM

This Form acknowledges that I have received Gordon-Conwell Theological Seminary's (the "Seminary") Staff Handbook, which includes, among other things, policies with respect to the following topics: Sexual and Other Harassment; Equal Employment Opportunity; and Time Off and Benefits. I understand that I am responsible for familiarizing myself with the contents of the Staff Handbook and any supplemental information provided to me. This Staff Handbook supersedes all prior employee handbooks, policies, practices, and understandings regarding the policies set forth herein.

I understand that the information contained in the Employee Handbook is intended only to provide me with a summary of the Seminary's policies and procedures, and my responsibilities as an employee. Since the information, policies, and benefits described here are subject to change, I understand and acknowledge that the Seminary may, in its sole discretion, interpret, amend, supplement, or rescind any program, policy, or procedure contained in the Handbook without prior notice. I understand that revised information may supersede, modify, or eliminate existing policies before such notices are officially published.

I understand that during the course of my employment with the Seminary, I may have access to information about the Seminary's students that is confidential in nature, and I agree that I will keep such information confidential and not disclose such information without the express consent of the Seminary, both during my employment and after the termination of my employment.

I understand that this Staff Handbook is not a contract and the programs, policies, and procedures summarized in the Staff Handbook, and any supplement information provided by the Seminary, are not intended to create and do not create any contractual rights, promises, or obligations of any kind with respect to the terms or conditions of employment between myself and the Seminary.

Accordingly, I understand that neither the Seminary nor I has entered into any contract of employment, express or implied, and my employment relationship with the Seminary is "at will" meaning that either the Seminary or I may terminate the employment relationship at any time, with or without notice, for any reason or no reason. Nothing in the Handbook should be construed to amend or limit the "at will" nature of the employment relationship.

I understand that I should consult with the Human Resource Department regarding any questions concerning the Staff Handbook or other matters. I acknowledge that I have read this Employee Acknowledgment Form.

A copy of this form must be signed, dated and returned to the Human Resources Department. Thank you.

Employee Printed Name

Employee Signature

Date