

Future Generations Policies and Procedures Manual

Welcome Letter from President
Institutional History
Code of Ethics of Future Generations
Introduction

100 Employment

101 Employment Definition
102 Employee Relations and Nature of the Organization
103 Equal Employment Opportunity
104 Professional Ethics and Conduct
105 Employee Medical Examinations
106 Immigration Law Compliance
107 Outside Employment
108 Non-Disclosure
109 Disability Accommodation
110 Job Posting and Employee Referral
111 Criminal Offenders Record Information Check
112 Employee Conduct and Work Rules
113 Hiring of Relatives
114 Personal Time Off

200 Compensation

201 Timekeeping
202 Pay Days
203 Work Schedules
204 Business Travel Expenses
205 Medical Leave
206 Family Leave
207 Personal Leave

300 Benefits

301 Use of Phone and Mail Systems
302 Use of Equipment and Vehicles
303 Information Technology
304 Medical Coverage
305 Insurance Benefits Continuation

- 306 Vacation/Time Worked
- 307 Holiday and Snow Days
- 308 Worker's Compensation

400 Employee Relations

- 401 Conflict of Interest
- 402 Workplace Violence Prevention
- 403 Smoking
- 404 Drug and Alcohol Use
- 405 Sexual Discrimination and Other Unlawful Harassment
- 406 Attendance and Punctuality
- 407 Personal Appearance
- 408 Return of Property
- 409 Resignation
- 410 Progressive Discipline
- 411 Problem Resolution
- 412 Risk Management and Loss Control

500 Financial Policies and Procedures

- 501 Cash Flow
- 502 Limits of Spending
- 503 Restricted Funds
- 504 Preparation of Institutional Budgets
- 505 Endowment Spending

600 Graduate School Policies and Procedures

- 601 Type of Positions
- 602 Blended Learning Pedagogy
- 603 Requirements of Instructorship
- 604 Course Preparation
- 605 Wages and Terms of Employment
- 606 Travel
- 607 Indemnification
- 608 Research and Assessment
- 609 Faculty College Responsibilities
- 610 Grading
- 611 Course Evaluation
- 612 Faculty Evaluation
- 613 Student Support Services

TRUSTEES

James M. Brasher III
New York, NY

William Carmichael
Chairman
Greenwich, CT

Peter Ide
Tunis, Tunisia

Bettye Musham
New York, NY

David Schwimmer
Moscow, Russia

Daniel Taylor
Franklin, WV

Caroline Van
Hong Kong, China

Flora MacDonald
Trustee Emeritus
Ottawa, Canada

GRADUATE SCHOOL
TRUSTEES

Thomas Acker, S.J.
Beckley, WV

Christopher Cluett
Chairman
Seattle, WA

Michael Stranahan
Aspen, CO

Patricia Rosenfield
New York, NY

Daniel Taylor
Franklin, WV

EXECUTIVE STAFF

Victor Arrington
Executive Vice President

Casey Mallinckrodt
Vice President of Advocacy

Pierre-Marie Metangmo
Dean

Daniel Taylor
President
Franklin, WV

FutureGenerations

To Research, To Demonstrate, To Teach – How Communities Change

Welcome!

On behalf of the Board of Directors, and your colleagues, we welcome you to Future Generations and wish you every success here.

We believe that each employee contributes directly to Future Generations service globally and we hope you will take pride in being a member of this partnership.

This handbook was developed to answer some of the questions of our work and Future Generations. Any policy, however, is only as good as its implementation, and the key to the implementation of policy is the supervisor who is responsible for, and in direct contact with his or her colleague. That supervisor's job is to mentor employees in learning these policies.

Employees should familiarize themselves with the contents of the employee handbook as soon as possible, for it will answer many questions about employment with Future Generations.

We hope your experience here will be challenging, enjoyable and rewarding. Again, welcome!

Sincerely,



Daniel Taylor
President

Institutional History

Future Generations was founded and chartered in 1992 as a 501c3 corporation in Richmond, Virginia for charitable, scientific and educational purposes. In 1993 the organization began to operate out of West Virginia. The institution's mission statement is: *Future Generations teaches and enables a process for equitable community change that integrates environmental conservation with development. As an international school for communities offering graduate degrees in Applied Community Change and Conservation, we provide training and higher education through on-site and distance learning. Toward this end, we support field-based research, promote successes that provide for rapid expansion, and build partnerships with an evolving network of communities that are working together to improve their lives and the lives of generations yet to come.*

From its founding, Future Generations has been dedicated toward having programs and mission "in alignment." Only from a foundation of alignment between values and action, that were producing real results, was it felt that long-term strength would come toward other key issues such as management, funding, communications and the like. The first activity of Future Generations was to support fieldwork in Tibet, established some years earlier by two of its founding staff members, in the Qomolangma region, under the conviction that it was essential for the organization to have a demonstration of actual fieldwork that was achieving its ambitious mission statement.

A parallel founding activity was the creation of an international task force, funded by UNICEF and the Rockefeller Foundation, to conduct research on how to make international development more successful. Profound challenges lay before society. Finding solutions for these would occur first from the alignment of values and action and second through pursuing a policy of basing programs in research. The purpose is to find out what actually works in the larger field of social and environmental change. The research focuses on three questions;

- How to take small pilot projects and scale them up to excellent regional and/or national projects?
- How to reach people in the greatest need, especially mothers and children?
- How to keep programs sustainable, environmentally and financially?

After intensive research and analysis, two monographs were prepared and released at the 1995 United Nations Social Summit in Copenhagen, Denmark. (A first monograph was a UNICEF publication; the second was published by Future Generations.) The monographs described patterns the task force had observed in the global experience.

Future Generations continued to be a host for ongoing understanding of the processes of social change and community-based conservation as ideas came forward from field sites. After several years, to the site in Tibet was added a second site in India, with a priority on identifying action at the juncture where India and Tibet regions of China came together. These projects advanced

local well-being with a particular emphasis on improving community health and the participation of women in community change and alleviating poverty. The projects in each location tackled very large-scale conservation efforts by creating and utilizing a community based multiple use strategy. Then, a project was added in 1999 in Peru to support program work that had begun in 1994, using many of the principles being promoted by the institution. Many of these principles were being used as well in Zambia, beginning in 1995.

Evidence was growing that there were positive answers to the three questions postulated; that communities could be trained in methods to systematically implement a low-cost, rapid process to achieve these objectives. Over several years discussion by the Board of Trustees systematically reviewed options for how to extend the growing body of knowledge. The major option actively considered and rejected was to start adding more country programs, the traditional nonprofit organizational response when experiencing success. The conclusion in 2000 was to become an educational institution. Extension should occur through teaching the approach. After further discussion of options, the Board approved the development of the Future Generations Graduate School of Research and Applied Studies in Community Change. In 2002, the State of West Virginia gave authorization to become an institution of higher education, and in 2005 the Board of Trustees voted to implement that authorization by creating two parallel but mutually supportive institutions, a status that was legally initiated in January 2006. These policies and procedures give structural guidance now to these two institutions.

Vision: To implement its mission Future Generations seeks to join with others to shift global practice so as to promote more effective partnerships for social change and conservation by communities, governments, and organizations. The objective is to create a threshold effect by promoting “100 nodes of change” where there are significant demonstrations of such partnerships. The exact number needed to create a threshold effect is unknown, but it is believed that when a critical mass of demonstrations shows how people can learn to create community-based partnerships that fit their ecology, economy, and values—then the weight of global understanding will tip and society will have in this partnership-based approach a viable alternative to the present professionally-driven approach.

To promote this threshold effect, Future Generations will implement its impact through three integrated strategies which *research*, *demonstrate*, and *teach* a systematic process of equitable and sustainable community change. The research will advance understanding of the empowerment-based process of social change with a priority on the foci outlined below. The demonstrations will be both directly administered by Future Generations and administered by local partners around the five themes below. Teaching will include degree granting education, training programs, and interactive learning.

The organizational structure for these 100 nodes of change will seek democratic interaction where Future Generations is one partner bringing the above as its contribution to the global partnership. Membership in the global partnership will come both through voluntary joining by

sites already engaged in systematic change as well as new sites that enter through exposure in the educational activities of Future Generations.

Future Generations contribution to the 100 nodes will focus on the following five themes:

- Systematic research across all institutional activities that allows clear assessment of impact so as to better determine best practice in social change and conservation.
- Demonstrations of the integration of conservation and socio-economic development in landscape level projects working within political/administrative units.
- Enhancing the capacities of partners through education—especially through the MA program and parallel training programs.
- Insofar as possible, implementation in activities will be through these cross-cutting themes: a) Promoting equity and empowerment, b) Advancing the future of women, c) Conserving ecosystem health and promoting sustainability, and d) Taking community-based change to scale.
- A preference is added to conduct activities in regions of post-conflict and/or rising societal or environmental instability under the rationale that these are areas of acute need and also they are sites where their fluidity offers opportunities for experimentation.

The name Future Generations as used in this manual will relate to both Future Generations the NGO and to Future Generations the Graduate School. Policies & Procedures outlined in this manual apply to the operations of both organizations. Only when there is a specific need to distinguish between the two organizations will there be a distinction made, and in such an instance the organization will be noted either as Future Generations the NGO or Future Generations the Graduate School.

CODE OF ETHICS FOR FUTURE GENERATIONS

The code of ethics is central to Future Generations and its work. Future Generations teaches and enables a process for equitable community change that integrates environmental conservation with development. We establish partnerships with governments and communities, helping to inform, guide and empower the energies of the poorest segments of the world's population toward a long-term, sustainable program to improve their health and well-being now and for their children's futures. Our strategy has three main components:

- **Community research**: We participate in developing and refining better ways to help improve community health, education, productivity and self-awareness of the human potential for change. We evaluate and learn from the programs and our partners how to do this job better. All research is reviewed by the Institutional Review Board consistent with the highest ethical standards.
- **Demonstration of process and results**: We work side by side with partners in the government and the community to demonstrate successes that are understandable, effective, scalable and replicable. We learn from this process to improve the next demonstration.
- **Education**: We teach the lessons from research and demonstration both to train MA level community workers to expand the work of the organization, and to share our ideas with local community workers eager for new ways to surmount old problems.

Engagement in these activities changes the lives of people and therefore carries with it important ethical responsibilities. The principles of this Code of Ethics are expressed in broad statements to guide ethical behavior and decision making, and each individual who works on behalf of Future Generations must take personal responsibility for being aware of and applying these principles in their daily behavior. Future Generations expects to be held accountable for adherence to these ethical standards.

1. We believe our mission to achieve social transformation in communities depends upon encouraging choices and decisions based on local needs and thriving off of local human energy. It is through helping communities learn to manage their energies more effectively, to work with their partners in more enabling ways, that we believe Future Generations should focus the institutional contribution. We value listening over directing, equality over hierarchy, and a two-way balance in communications and exchanges. We believe all people have the inherent capacity to determine and change their future.
2. We uphold the principles of intellectual freedom and encourage sharing of all ideas toward addressing common goals.
3. We treat co-workers and colleagues with respect, fairness and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our organization. We will not discriminate on the bases of race, religion, gender or personal preferences.

4. We value and promote strategies by which communities can learn to live within and protect the fragile eco-system in their environment. We promote an ethic of stewardship of the environment that protects the rights of all who may enjoy or depend upon it.
5. We seek to empower others to take control of their lives in an open and collaborative way.
6. We value Future Generations as a learning organization that nurtures and draws benefit from its diversity.
7. We believe that our working partnerships with members of other nations and communities are grounded in equality, mutual respect and cultural sensitivity. Each country participant in the development process, no matter how marginalized, is an expert who contributes value to solving problems on an equal footing.
8. At all levels of the organization we promote integrity, competence, and transparency in support of our strategies. All members of the organization will conduct themselves in a fair, respectful and trustworthy manner.

INTRODUCTION

This personnel part of the policies and procedures manual is intended to provide employees with a general understanding of our personnel policies. Employees are encouraged to familiarize themselves with the contents of this section as it will answer many common questions concerning employment with Future Generations.

However, these personnel policies and procedures cannot anticipate every situation or answer every question about employment. This section is not an employment contract and is not intended to create contractual obligations of any kind. Neither the employee nor Future Generations is bound to continue the employment relationship if either chooses, at its will in accord with the terms of their contract, and in accord with West Virginia employment laws, to end the relationship at any time.

In order to retain necessary flexibility in the administration of policies and procedures, Future Generations reserves the rights to change, revise, or eliminate any of the policies and/or benefits described in this personnel section, except for its policy of employment-at-will. The only recognized deviations from the stated policies are those authorized and signed by the chief executive officer of Future Generations as approved by the Board of Trustees.

The most frequently disregarded policy at Future Generations is to abbreviate the name Future Generations to FG. This policy is not just an institutional quirk. There are several reasons: The institution seeks to “brand” itself around the name, and to permit the name to become an acronym loses the core meaning of what the organization is. FG becomes the brand instead of Future Generations. FG does not promote our business and Future Generations says a great deal. Additionally, Future Generations seeks to be distinctive – it does not want to cluster among the alphabet soup of all the world’s non-profit organizations. We are not an “institute,” a “fund,” a “society,” or a “center.” We seek to improve the future of the world in our distinctive manner from our distinctive location. If, for space limitations, you must abbreviate use “F” or “Future.” Future is as easy to say as FG.

Additionally, while on the topic of the institutional name, Future Generations is never written with an apostrophe – even when good grammar would include the possessive notation. The reason again is because we’re creating a Future Generations brand. The name is our logo.

100 Employment

101 EMPLOYMENT DEFINITIONS

Adopted: 11/12/07

Revised:

Context and Purpose: Future Generations has main offices on North Mountain, Franklin, West Virginia, USA as well as a wide and growing range of international sites and operations. Also, Future Generations has need for a very diverse group of employees according to skills, citizenship and other criteria. These multiple personnel needs and criteria require an extra ordinary range of employment definitions and arrangements.

Objectives: Future Generations has three primary employment objectives: 1) find and employ the best person for the job; 2) provide that person with the full support of the organization within the context of multiple, diverse country circumstances to help them grow to their job duties and 3) treat all employees as equally and fairly as possible.

Employment Definitions: Future Generations will retain the services of all employees, consultants, contractors and others according to the employment definitions that follow.

North Mountain Employees – people employed as USA citizens, or those with a green card, or visa to permit employment with social security numbers and authorization to work in the USA, for whom Future Generations has full legal responsibility for payroll, tax and benefit administration. These people may be full-time or part-time, and they may physically work on North Mountain or any other place in the world.

IRS 1099 Contractors – people employed as USA citizens for whom Future Generations has full legal responsibility for IRS 1099 payroll and tax administration, but not for administration benefits. These people, residence and work site, notwithstanding, are contractors to Future Generations and come under all prevailing USA and West Virginia employment and tax laws.

International Associates – people employed as non-USA citizens or under contractual arrangement with other USA or international organizations. These people are very similar to North Mountain employees with two exceptions: 1) Future Generations has no legal responsibility or authority for their tax and benefit particulars and 2) these people will be employed according to specific contractual relationships.

In-country personnel – citizens of countries in which Future Generations has ongoing program and project operations that are employed by Future Generations program and project managers. Future Generations, North Mountain, or Future Generations subsidiary organizations have absolutely no legal responsibility or authority for any employment, tax or benefit particulars or

administration for these people. They and their administration come completely under the country in which they are employed, to be tended to by those employing these people.

Consultants, contractors, casual and stipend employees – all people, not defined above, who shall be asked to perform services for Future Generations according to specific written terms with compensation. Under no circumstances will Future Generations have any legal responsibility or authority, for any purpose or reason, for these people, beyond the effective contract.

Legal contract time limits – Future Generations operates under the laws and regulations of the state of West Virginia, USA which is a ‘work at will’ government. This means that any employment contract between Future Generations and any employee, however defined and other laws and regulations notwithstanding, may be terminated by either party with 30 days written notice, unless other notice is stipulated in that employee’s contract. In this connection, any compensation due either party, up to 30 days, will be due and payable.

102 EMPLOYEE RELATIONS AND NATURE OF THE ORGANIZATION

Adopted: 11/12/07

Revised:

If employees have concerns about work conditions or compensation, they are strongly encouraged to voice these concerns openly and directly to their supervisors. Supervisors are expected to promptly relay these concerns to those in a position to take necessary action, including the President and Board of Trustees.

Future Generations as an organization is guided by mission, values and a flat design. While these guiding principles generate many implications for organizational life, just a few are mentioned below.

The mission of the organization is paramount in all policy, planning, program and financial decisions and actions. Employees are expected to become very familiar with the mission and use this understanding to guide their personal behavior and professional actions. The key words in this mission are “teaches and enables a process for equitable community change that integrates environmental conservation with development.” While there are no hard and fast standards, employees are generally judged by their peers, colleagues and supervisors according to their knowledge of and work toward the mission.

A set of shared values are intended to guide all the organization and its employees do in the way of personal and professional behavior. In this connection, all employees are expected to understand the shared values and act accordingly.

As a flat organization, Future Generations does not emphasize a vertical organization chart nor its attendant authority and power relationships. The organization chart should be viewed more as

a set of interrelated professional circles where each person has a range of peer and collegial relationships working toward the mission within the shared values. Decisions are driven by a quest toward program goals more than they are by adherence to program budgets – but this work must operate within the board-approved budgetary parameters.

Also, it is important to note that Future Generations attempts to promote employee personal equity, not necessarily rigid equality of action. Employees may be treated, or provided for differently from time to time. When this happens much thought has gone into meeting the employee's personal need vis-à-vis overall equity.

103 EQUAL EMPLOYMENT OPPORTUNITY

Adopted: 11/12/07

Revised:

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at Future Generations are based on merit, qualifications, and abilities. Future Generations does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, sexual preference, national origin, age, disability, or any other characteristic protected by law.

Future Generations will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

In addition to a commitment to provide equal employment opportunities to all qualified individuals, Future Generations has an implicit affirmative action intent to promote opportunities for individuals who by judgment of the value-guided organization have been materially deprived in some way in their past. In addition, the organization has an affirmative action policy to hire and promote individuals who live in the specific locals where there are primary work centers. This is also consistent with the mission.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor or the personnel officer who shall be appointed from time to time. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

104 PROFESSIONAL ETHICS AND CONDUCT

Adopted: 11/12/07

Revised:

The successful professional operation and reputation of Future Generations is built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

The continued success of Future Generations is dependent upon our clients' trust and we are dedicated to preserving that trust. Trust is built on a long history of delivery on promises. Employees owe a duty to Future Generations, its clients, and the communities served to act in a way that will merit the continued trust and confidence of the public.

Future Generations will comply with all applicable laws and regulations and expects its directors, officers, and employees to conduct business in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

In general, the use of good judgment, based on high ethical principles, will guide you with respect to lines of acceptable conduct. If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed openly with your immediate supervisor and if necessary, then with the President and/or members of the Board of Trustees.

Compliance with this policy of professional ethics and conduct is the responsibility of every Future Generations employee. Disregarding or failing to comply with this standard of professional ethics and conduct could lead to disciplinary action, up to and including possible termination of employment.

As will be noted at several places in the manual, an employee will never be dismissed for taking a risk and exercising their best judgment when action is called for so long as the action taken by the employee can be shown to arise from exercising institutional values and ethics. Risk and action are encouraged.

105 EMPLOYEE MEDICAL EXAMINATIONS

Adopted: 11/12/07

Revised:

To help ensure that employees are able to perform their duties safely, medical examinations may be required. This is particularly true for employees who will or may be assigned to one or more of the rigorous in-country postings that are consistent with the Future Generations mission.

Present employees may be required to have a full medical examination prior to new or ongoing assignments that might suggest new personal medical expectations. Such examinations will be required in the judgment of the President in consultation with various relevant employees.

Future Generations medical and liability insurance providers may from time to time require medical examinations of selected employees. The organization will comply with such reasonable requests and employees are expected to comply as well.

After an offer has been made to an applicant entering a designated job category, a medical examination shall be performed at Future Generations expense. The offer of employment and assignment to duties is contingent upon satisfactory completion of the exam.

Information on an employee's medical condition or history will be maintained confidentially. Access to this information will be limited to those who have a legitimate need to know.

106 IMMIGRATION LAW COMPLIANCE

Adopted: 11/12/07

Revised:

Future Generations is committed to compliance with all immigration laws of the United States, as prevailing. Employment will require the submission of various forms such as the I-9.

As an international organization that hires many people from many differing countries within and outside of the base country, Future Generations is committed to properly observing all employment laws of all countries.

As a practical matter, it is difficult to keep up with all the constantly changing employment laws of all countries. While the organization will do its best to keep current, all employees and others are invited and encouraged to bring to our attention any unintended deviation or departure from any employment law.

107 OUTSIDE EMPLOYMENT

Adopted: 11/12/07

Revised:

An employee may hold a job with another organization as long as he or she satisfactorily performs his or her job responsibilities with Future Generations as specified in the employment contract. All employees will be judged by the same performance standards and will be subject to Future Generations scheduling demands, regardless of any existing outside work requirements.

If Future Generations determines that an employee's outside work interferes with performance or the ability to meet the requirements of Future Generations as they are modified from time to time, the employee may be asked to terminate the outside employment if he or she wishes to remain with Future Generations.

Outside employment will present a conflict of interest if it has an adverse impact on Future Generations.

108 NON-DISCLOSURE

Adopted: 11/12/07

Revised:

The protection of confidential business information and trade secrets is vital to the interests and the success of Future Generations. Such confidential information includes, but is not limited to, the following examples:

- * Compensation data
- * Client lists
- * Financial information
- * Pending projects and proposals

All employees may be required to sign a non-disclosure agreement as a condition of employment. Employees who improperly use or disclose trade secrets or confidential business information will be subject to disciplinary action, up to and including termination of employment, even if they do not actually benefit from the disclosed information.

109 DISABILITY ACCOMMODATION

Adopted: 11/12/07

Revised:

Future Generations is committed to complying fully with the Americans with Disabilities Act (ADA) and ensuring equal opportunity in employment for qualified persons with disabilities. All employment practices and activities are conducted on a non-discriminatory basis.

Reasonable accommodation is available to all disabled employees, when necessary to enable the employee to perform the essential functions of his/her job. All employment decisions are based on the merits of the situation in accordance with defined criteria, not the disability of the individual.

110 JOB POSTING AND EMPLOYEE REFERRALS

Adopted: 11/12/07

Revised:

Future Generations provides employees an opportunity to indicate their interest in open positions and advance within the organization according to their skills and experience. In general, notices of all regular, full-time job openings are posted, although Future Generations reserves its discretionary right to not post a particular opening.

Job openings will be posted by various means and normally remain open for at least 5 days. Each job posting notice will include the dates of the posting period, job title, department, location, job summary, essential duties, and qualifications (required skills and abilities).

Future Generations recognizes the benefit of developmental experiences and encourages employees to talk with their supervisors about their career plans. Supervisors are encouraged to support employees' efforts to gain experience and advance within the organization.

Future Generations also encourages employees to identify friends or acquaintances that are interested in employment opportunities and refer qualified outside applicants for posted jobs. Employees should obtain permission from the individual before making a referral, share their knowledge of the organization, and not make commitments or oral promises of employment.

When family members are hired by Future Generations it will only be after this position has first been made available to existing institutional employees. Family members may be given employment preference, when clearly and appropriately qualified over other candidates outside the institution.

111 CRIMINAL OFFENDERS RECORD INFORMATION CHECK

Adopted: 11/12/07

Revised:

Anyone seeking employment at Future Generations may be required to complete the Criminal Offenders Record Information (CORI) and Sex Offenders Record Information (SORI) check forms which will be referred to the appropriate authorities to ascertain if any criminal offenses, which will include sexual offenses, convictions or pending charges exist. Future Generations reserves the right to consider an applicant's criminal record in relation to the duties to be performed at Future Generations when making its hiring decisions. Future generations may not hire any persons convicted of sexual offenses. Any agreement to start work prior to Future Generations receiving said information does not negate or supersede the CORI/SORI requirement.

112 EMPLOYEE CONDUCT AND WORK RULES

Adopted: 11/12/07

Revised:

To ensure orderly operations and provide the best possible work environment, Future Generations expects employees to follow rules of conduct that will protect the interests and safety of all employees and the organization.

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment:

- Theft or inappropriate removal or possession of property
- Falsification of timekeeping records
- Working under the influence of alcohol or illegal drugs
- Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty, or while operating employer-owned vehicles or equipment
- Fighting or threatening violence in the workplace
- Boisterous or disruptive activity in the workplace
- Negligence or improper conduct leading to damage of employer-owned or customer-owned property
- Insubordination, repeated foul language or other disrespectful conduct
- Violation of safety or health rules
- Smoking in prohibited areas
- Sexual or other unlawful or unwelcome harassment
- Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace
- Excessive absenteeism or any absence without notice
- Unauthorized absence from work station during the workday
- Unauthorized use of telephones, mail system, or other employer-owned equipment
- Unauthorized disclosure of business "secrets" or confidential information
- Violation of personnel policies
- Unsatisfactory performance or conduct

113 HIRING OF RELATIVES

Adopted: 11/12/07

Revised:

While many organizations have prohibitions against the hiring of relatives in the same functional or operational area, Future Generations does not. Fundamental values of Future Generations

include family and community. Indeed, much of Future Generations work is focused on families and communities. For many reasons, this focus applies to employees as well.

The organization will employ family members when it is clearly evident by training and also experience that the person is qualified for the position. This affirmative hiring may at times give family members priority over outside applicants but shall never give them priority over existing employees seeking job advancement.

We believe that Future Generations is a family, and while many organizations say this, Future Generations puts it into practice with the endorsement of hiring any and all range of family and community members. Family members are welcome in the work environment so long as they do not cause programmatic distraction or financial costs.

Problems that arise from this practice will be addressed by the president or an employee committee appointed by the president. The positives provided by family relationships are welcome; the negatives, the abuses of such relationships, are a cause for dismissal.

114 PERSONAL TIME OFF

Adopted: 11/12/07

Revised:

Staff who seek personal time off are required to post notice of such plans on the staff schedule board usually at least one week in advance of the planned dates and also to get approval for such leave from supervisor prior to posting the leave dates. In the event that proposed time off is not appropriate given reasonable work demands, requests for leave may be denied by the supervisor. Disagreements may be resolved by the President.

200 Compensation

201 TIMEKEEPING

Adopted: 11/12/07

Revised:

Accurately recording time worked is the responsibility of every employee. Federal and state laws require Future Generations to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties.

It is the employees' responsibility to sign their time records to certify the accuracy of all time recorded. The supervisor will review and then initial the time record before submitting it for payroll processing. In addition, if corrections or modifications are made to the time record, both the employee and the supervisor must verify the accuracy of the changes by initialing the time record.

202 PAYDAYS

Adopted: 11/12/07

Revised:

Future Generations will pay employees at the organization's convenience during the last five calendar days of every month.

203 WORK SCHEDULES

Adopted: 11/12/07

Revised:

The normal work schedule for all employees is 8 hours a day, 5 days a week. Supervisors will advise employees of the times their schedules will normally begin and end. Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that may be scheduled each day and week.

Flexible scheduling, or flextime, is available in some cases to allow employees to vary their start and end times each day within established limits. Flextime may be possible if a mutually workable schedule can be negotiated with the supervisor involved. However, such issues as staffing needs, the employee's performance, and the nature of the job will be considered before approval of flextime. Employees should consult their supervisor to request participation in the flextime program.

204 BUSINESS TRAVEL EXPENSE

Adopted: 11/12/07

Revised:

Future Generations will reimburse employees for reasonable business travel expenses incurred while on assignments away from the normal work location. All business travel must be approved in advance by the supervisor.

Employees whose travel plans have been approved should make all travel arrangements through Future Generations travel services or approved internet service.

When approved, the actual costs of travel, meals, lodging, and other expenses directly related to accomplishing business travel objectives will be reimbursed by Future Generations. Employees are expected to limit expenses to reasonable amounts.

Employees who are involved in an accident while traveling on business must promptly report the incident to their immediate supervisor. Vehicles owned, leased, or rented by Future Generations may not be used for personal use without prior approval.

When travel is completed, employees should submit completed travel expense reports within 14 days. Reports should be accompanied by receipts for all expenses over \$25 per item.

Abuse of this business travel expenses policy, including falsifying expense reports to reflect costs not incurred by the employee, can be grounds for disciplinary action, up to and including termination of employment.

205 MEDICAL LEAVE

Adopted: 11/12/07

Revised:

Future Generations provides medical leaves of absence without pay to eligible employees who are temporarily unable to work due to a serious health condition or disability. For purposes of this policy, serious health conditions or disabilities include inpatient care in a hospital, hospice, or residential medical care facility; continuing treatment by a health care provider; and temporary disabilities associated with pregnancy, childbirth, and related medical conditions.

Employees in the following employment classifications are eligible to request medical leave as described in this policy:

- Regular full-time employees
- Regular part-time employees

Eligible employees should make requests for medical leave to their supervisors at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events.

A health care provider's statement may be requested verifying the need for medical leave and its beginning and expected ending dates. Employees returning from medical leave may be requested to submit a health care provider's verification of their fitness to return to work.

Employees who sustain work-related injuries are eligible for a medical leave of absence for the period of disability in accordance with all applicable laws covering occupational disabilities. Compensation will be based on the policies of operating workman's compensation regulations.

206 FAMILY LEAVE

Adopted: 11/12/07

Revised:

Future Generations provides family leaves of absence without pay to eligible employees who wish to take time off from work duties to fulfill family obligations relating directly to childbirth, adoption, or placement of a foster child; or to care for a child, spouse, or parent with a serious health condition. A serious health condition means an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential medical care facility; or continuing treatment by a health care provider.

Employees in the following employment classifications are eligible to request family leave as described in this policy:

- Regular full-time employees
- Regular part-time employees

Eligible employees may request family leave only after having completed 12 months of service. Eligible employees should make requests for family leave to their supervisors at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events.

Employees requesting family leave related to the serious health condition of a child, spouse, or parent may be required to submit a health care provider's statement verifying the need for a family leave to provide care, its beginning and expected ending dates, and the estimated time required.

Eligible employees may request up to a maximum of 12 weeks of family leave (note again, this is without pay) within any 12-month period. Any combination of family leave and medical leave may not exceed this maximum limit. If this initial period of absence proves insufficient, consideration will be given to a written request for a single extension of no more than 60

calendar days. Employees will be required to first use any accrued paid leave time before taking unpaid family leave. Married employee couples may be restricted to a combined total of 12 weeks leave within any 12 month period for childbirth, adoption, or placement of a foster child; or to care for a parent with a serious health condition.

Subject to the terms, conditions, and limitations of the applicable plans, Future Generations will continue to provide health insurance benefits for the full period of the approved family leave.

Benefit accruals, such as vacation, sick leave, and holiday benefits will continue during the approved family leave period.

So that an employee's return to work can be properly scheduled, an employee on family leave is requested to provide Future Generations at least two weeks advance notice of the date the employee intends to return to work. When a family leave ends, the employee will be reinstated to the same position, if it is available, or to an equivalent position for which the employee is qualified.

If an employee fails to return to work on the agreed upon return date, Future Generations will assume that the employee has resigned.

207 PERSONAL LEAVE

Adopted: 11/12/07

Revised:

Future Generations does not provide paid leave for any purpose. It does, however, encourage and adjust to accommodate work schedules and duties so employees can take leave if they are sick, when family members are ill, when there is a death in the family, in order to vote on elections, to have a birth in the family or when the employee must serve on jury or witness duty.

300 Benefits

301 USE OF MAIL AND PHONE SYSTEM

Adopted: 11/12/07

Revised:

Personal use of the telephone for long-distance and toll calls is not permitted. Employees should practice discretion when making local personal calls and may be required to reimburse Future Generations for any charges resulting from their personal use of the telephone.

The use of Future Generations paid postage for personal correspondence is not permitted.

To ensure effective telephone communications, employees should always use the approved greeting and speak in a courteous and professional manner. Given that many Future Generations staff travel a great deal, care must be exercised in taking messages when a staff member is traveling.

302 USE OF EQUIPMENT AND VEHICLES

Adopted: 11/12/07

Revised:

Future Generations makes its official vehicles available to staff on a limited basis at the direction of the employee's supervisor. For such approved personal use the employee is obligated to return the vehicle with a full tank of fuel regardless of the level of the fuel on the vehicle at the beginning. In addition, the employee is obligated to return the vehicle in a cleaner condition than at the beginning. In the event of accidents, the employee must pay all costs (including deductible) not covered by the insurance company. Personal use of vehicles cannot extend to personal commercial use.

303 INFORMATION TECHNOLOGY

Adopted: 11/12/07

Revised:

Future Generations advocates the use of modern information technologies to promote the productivity of all staff. Appropriate computer equipment will be provided and upgrades will follow as employee needs dictate at the discretion of the supervisor. In some instances, employees will be allowed to take personal possession of this equipment when it is decided by the supervisor to be no longer institutionally required.

Employees must use only properly licensed software, owned by either the person or Future Generations. Also, each staff person is personally responsible for all warranty, repair and service

activity, and expense, for all personal hardware and software. Future Generations retains such responsibility for all information technology that it has purchased and owns.

304 MEDICAL COVERAGE

Adopted: 11/12/07

Revised:

Future Generations offers a combination of external medical insurance and self-insurance. At the time of this writing, the external medical insurance company is Mountain States Blue Cross Blue Shield. While the provider may change, the basic plan with a high deductible and a high co-payment with indemnification is intended to remain the same until such time as the medical insurance environment requires modification.

In addition, because of the special conditions in which Future Generations works, the organization carries a self-insurance program. This provides \$10,000 coverage for medical and life with a \$1,000 annual deductible. Implementation of this policy can be used for medical evacuations, injuries or when determinations are made by the President of his/her designated representative.

Eligibility and Declining: This plan by law and provider policies is offered to regular employees who work at least half-time and live within the geographic area covered by the medical insurance provider. The self-insurance part of the plan is the same for both. Also, all eligible employees need to elect the medical coverage or provide a signed waiver with reason for declining coverage. Eligible employees who decline the plan will not be given compensatory compensation of any kind.

Premium Co-payment: The medical insurance premium co-payment for those electing the plan is ten percent of the total premium for that employee's coverage as calculated by the insurance provider. The co-payment will be payroll deducted on a pretax basis. Terms, deductibles and co-payments are outlined in the specific plan provisions agreed to by the organization with its chosen insurance provider.

Report, Payment Reimbursement: Once the incident has passed, and the employee has returned to home office, they should file a detailed verbal and written report to the Director of Administration and President. Based on this report and all other pertinent information, the President will provide the employee with compensation appropriate to the loss. This by its nature is a subjective process and action.

Limits: This benefit is limited to \$10,000 per employee, per incident to a maximum of \$50,000 for all incidents per fiscal year.

305 INSURANCE BENEFITS CONTINUATION

Adopted: 11/12/07

Revised:

The federal Consolidated Omnibus Budget Reconciliation Act (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under Future Generations health plan when a "qualifying event" would normally result in the loss of eligibility. Some common qualifying events are resignation, termination of employment, or death of an employee; a reduction in an employee's hours or a leave of absence; an employee's divorce or legal separation; and a dependent child no longer meeting eligibility requirements.

Under COBRA, the employee or beneficiary pays the full cost of coverage at Future Generations group rates plus an administration fee.

306 VACATION / TIME WORKED

Adopted: 11/12/07

Revised:

Future Generations uses a time worked model – 230 days per year for full-time employees – as opposed to a work year – approximately 262 days per year – with time off for vacation, sick days etc.

In this connection, all pro rata, employees may accumulate more than 230 work days during a work year, July 1 to the next June 30. Any extra days beyond the 230 must be taken as vacation or forfeit, except ten (10) days that may be carried forward to any future year.

This policy is intended to encourage employees to take vacation time from the job to relax and refresh and be most productive while on the job. Future Generations encourages all to spend good, quality time with family and community and for personal enjoyment and growth away from the work of the organization. The combining of personal leave and sick days (a separation often made by some contracts) is not made at Future Generations because healthy employees should not have to contribute longer work years simply because they are healthier.

Additional days worked, with exception of the ten (10) days carried forward from one contract to the next will NOT be compensated in any way, salary or compensatory time included. At the termination of employment, the employee is eligible for payment of the value of these 10 carry forward days at the rate of their final employment contract.

307 HOLIDAY AND SNOW DAYS

Adopted: 11/12/07

Revised:

With the Future Generations days worked model, time off for specific holidays is not provided for. It is up to each employee to determine their time off for their own purposes.

Given Future Generations location atop North Mountain, West Virginia, snow, ice and difficult weather sometimes prohibit employees the ability to physically get to work at the office. Employees should use their personal judgment as to whether it is reasonable to attempt to come to work. However, knowing their personal limits and with the increasing reliability of weather forecasts, employees can and should anticipate bad weather days and take work home. Employees are paid only for hours worked. Compensation is not paid for days or hours that cannot be performed due to weather conditions.

308 WORKER'S COMPENSATION INSURANCE

Adopted: 11/12/07

Revised:

Future Generations provides a comprehensive workers' compensation insurance program at no cost to employees. This program covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. Subject to applicable legal requirements, workers' compensation insurance provides benefits after a short waiting period or, if the employee is hospitalized, immediately.

Employees who sustain work-related injuries or illnesses should inform their supervisor immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible.

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

All expectations and requests beyond or between that above will be received and resolved by the President in the context of organizational needs and personnel equity.

400 Employee Relations

401 CONFLICTS OF INTEREST

Adopted: 11/12/07

Revised:

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. This policy establishes only the framework within which Future Generations wishes the organization to operate. The purpose of these guidelines is to provide general direction so that employees can seek further clarification on issues related to the subject of acceptable standards of operation. Contact the director of administration for more information or questions about conflicts of interest.

The conflict of interest policy as defined by the Future Generations by-laws is:

A conflict-of-interest transaction is a transaction with the corporation in which a Trustee or employee has a direct or indirect interest. A conflict-of-interest transaction is not voidable or the basis for imposing liability if all of the following apply a) the transaction is fair to the corporation at the time it was entered into, b) the material facts of the transaction and the Trustee's or employee's interests are disclosed or known to the Board, c) the Board considers and in good faith determines after reasonable investigation that under the circumstances the corporation could not obtain a more advantageous arrangement with reasonable effort, d) the corporation enters into the transaction for its own benefit, and e) the transaction is approved either by the Board of Trustees or by the Virginia Attorney General or a Virginia Circuit Court.

For the purposes of this section, a Trustee or employee has a direct or indirect interest if: a) another entity in which the Trustee or employee has a material interest or in which the Trustee or employee is a general partner is a party to the transaction, or b) another entity of which the Trustee or employee is a director or employee is a party to the transaction, and the transaction is or should be considered by the Board of Trustees.

For the purposes of this section, a conflict-of-interest transaction is authorized if it receives the affirmative vote of a majority of the Trustees who have no direct or indirect interest in the transaction.

Transactions with outside firms must be conducted within a framework established and controlled by the executive level of Future Generations. Business dealings with outside firms should not result in unusual gains for those firms. Unusual gain refers to bribes, product bonuses, special fringe benefits, unusual price breaks, and other windfalls designed to ultimately benefit the employer, the employee, or both. Promotional plans that could be interpreted to involve unusual gain require specific executive-level approval.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of Future

Generations business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if employees have any influence on transactions involving purchases, contracts, or leases, it is imperative that they disclose to an officer of Future Generations as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

402 WORKPLACE VIOLENCE PREVENTION

Adopted: 11/12/07

Revised:

Future Generations is committed to preventing workplace violence and to maintaining a safe work environment.

All employees, including supervisors and temporary employees, should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, "horseplay," or other conduct that may be dangerous to others. Firearms, weapons, and other dangerous or hazardous devices or substances are prohibited from the premises of Future Generations without proper authorization.

Conduct that threatens, intimidates, or coerces another employee, a customer, or a member of the public at any time, including off-duty periods, will not be tolerated. This prohibition includes all acts of harassment, including harassment that is based on an individual's sex, race, age, or any characteristic protected by federal, state, or local law.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to your immediate supervisor or any other member of management. This includes threats by employees, as well as threats by customers, vendors, solicitors, or other members of the public. When reporting a threat of violence, you should be as specific and detailed as possible.

All suspicious individuals or activities should also be reported as soon as possible to a supervisor. Do not place yourself in peril. If you see or hear a commotion or disturbance near your workstation, do not try to intercede or see what is happening.

Future Generations will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as is practical. In order to maintain workplace safety and the integrity of its investigation, Future Generations may suspend employees, either with or without pay, pending investigation.

Anyone determined to be responsible for threats of (or actual) violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action up to and including termination of employment.

403 SMOKING

Adopted: 11/12/07

Revised:

In keeping with Future Generations intent to provide a safe and healthful work environment, smoking is prohibited throughout the workplace. This policy applies equally to all employees, customers, and visitors.

404 DRUG AND ALCOHOL USE

Adopted: 11/12/07

Revised:

It is Future Generations desire to provide a drug-free, healthful, and safe workplace. To promote this goal, employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner.

While on Future Generations premises and while conducting business-related activities off Future Generations premises, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs. Light, social use of alcohol is permitted after business hours, but intoxication is not. The legal use of prescribed drugs is permitted on the job only if it does not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger other individuals in the workplace.

Violations of this policy may lead to disciplinary action, up to and including immediate termination of employment, and/or required participation in a substance abuse rehabilitation or treatment program. Such violations may also have legal consequences.

Employees with drug or alcohol problems that have not resulted in, and are not the immediate subject of, disciplinary action may request approval to take unpaid time off to participate in a rehabilitation or treatment program through Future Generations health insurance benefit coverage. Leave may be granted if the employee agrees to abstain from use of the problem substance; abides by all Future Generations policies, rules, and prohibitions relating to conduct in the workplace; and if granting the leave will not cause Future Generations any undue hardship.

Under the Drug-Free Workplace Act, an employee who performs work for a government contract or grant must notify Future Generations of a criminal conviction for drug-related

activity occurring in the workplace. The report must be made within five days of the conviction.

Employees with questions on this policy or issues related to drug or alcohol use in the workplace should raise their concerns with their supervisor or the Administrative Office without fear of reprisal.

405 SEXUAL DISCRIMINATION AND OTHER UNLAWFUL HARASSMENT

Adopted: 11/12/07

Revised:

Future Generations is committed to providing a work environment that is free of sexual discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, or any other legally protected characteristic will not be tolerated. As an example, sexual harassment (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited.

Any employee who wants to report an incident of sexual or other unlawful harassment should promptly report the matter to his or her supervisor. If the supervisor is unavailable or the employee believes it would be inappropriate to contact that person, the employee should immediately contact the Administrative Office or any other member of management. Employees can raise concerns and make reports without fear of reprisal.

Any supervisor or manager who becomes aware of possible sexual or other unlawful harassment should promptly advise the Administrative Office or any member of management who will handle the matter in a timely and confidential manner.

Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

406 ATTENDANCE AND PUNCTUALITY

Adopted: 11/12/07

Revised:

To maintain a safe and productive work environment, Future Generations expects employees to be reliable and to be punctual in reporting for scheduled work. Implicit in this expectation is that employees will not depart from the office at undue times prior to fulfilling a normal workday. Adjustments to these expectations must be explicitly made between the employee and his or her supervisor. If substantiated, these adjustments should then be publicly announced in staff meeting to avoid staff misunderstanding. Absenteeism and tardiness place a burden on other employees and on Future Generations. In the rare instances when employees cannot avoid being

late to work or are unable to work as scheduled, they should notify their supervisor as soon as possible in advance of the anticipated tardiness or absence. Poor attendance and excessive tardiness are disruptive. Either may lead to disciplinary action, up to and including termination of employment.

407 PERSONAL APPEARANCE

Adopted: 11/12/07

Revised:

Dress, grooming and personal cleanliness standards contribute to the morale of all employees and affect the business image Future Generations presents to customers and visitors. During business hours, employees are expected to present a clean and neat appearance and to dress according to the requirements of their positions. Employees who appear for work inappropriately dressed will be sent home and directed to return to work in proper attire. Under such circumstances, employees will not be compensated for the time away from work.

Consult your supervisor or department head if you have questions as to what constitutes appropriate attire.

408 RETURN OF PROPERTY

Adopted: 11/12/07

Revised:

Employees are responsible for all Future Generations property, materials or written information issued to them or in their possession or control. Employees must return all Future Generations property immediately upon request or upon termination of employment. Future Generations may take all action deemed appropriate to recover or protect its property.

409 RESIGNATION

Adopted: 11/12/07

Revised:

Resignation is a voluntary act initiated by the employee to terminate employment with Future Generations. Future Generations requests written notice of resignation as per the terms stated in their contract.

Prior to an employee's departure, an exit interview will be scheduled to discuss the reasons for resignation and the effect of the resignation on benefits.

410 PROGRESSIVE DISCIPLINE

Adopted: 11/12/07

Revised:

The purpose of this policy is to state Future Generations position on administering equitable and consistent discipline for unsatisfactory conduct in the workplace. The best disciplinary measure is the one that does not have to be enforced and comes from good leadership and fair supervision at all employment levels.

Future Generations own best interest lies in ensuring fair treatment of all employees and in making certain that disciplinary actions are prompt, uniform, and impartial. The major purpose of any disciplinary action is to correct the problem, prevent recurrence, and prepare the employee for satisfactory service in the future.

Disciplinary action may call for any of four steps -- verbal warning, written warning, suspension with or without pay, or termination of employment -- depending on the severity of the problem and the number of occurrences. There may be circumstances when one or more steps are bypassed.

Progressive discipline means that, with respect to most disciplinary problems, these steps will normally be followed: a first offense may call for a verbal warning; a next offense may be followed by a written warning; another offense may lead to a suspension; and, still another offense may then lead to termination of employment.

Future Generations recognizes that there are certain types of employee problems that are serious enough to justify either a suspension, or, in extreme situations, termination of employment, without going through the usual progressive discipline steps.

While it is impossible to list every type of behavior that may be deemed a serious offense, the Employee Conduct and Work Rules policy (section 112) includes examples of problems that may result in immediate suspension or termination of employment. However, the problems listed are not all necessarily serious offenses, but may be examples of unsatisfactory conduct that will trigger progressive discipline.

By using progressive discipline, we hope that most employee problems can be corrected at an early stage, benefiting both the employee and Future Generations.

Progressive discipline does not apply within the first three months of employment during which time as an employee can be immediately dismissed and terminated.

411 PROBLEM RESOLUTION

Adopted: 11/12/07

Revised:

Future Generations is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion, or question receives a timely response from Future Generations supervisors and management.

Future Generations strives to ensure fair and honest treatment of all employees. Supervisors, managers, and employees are expected to treat each other with mutual respect. Employees are encouraged to offer positive and constructive criticism.

If employees disagree with established rules of conduct, policies, or practices, they can express their concern through the problem resolution procedure. No employee will be penalized, formally or informally, for voicing a complaint with Future Generations in a reasonable, business-like manner, or for using the problem resolution procedure.

If a situation occurs when employees believe that a condition of employment or a decision affecting them is unjust or inequitable, they are encouraged to make use of the following steps. The employee may discontinue the procedure at any step.

1. Employee presents problem to immediate supervisor within 10 calendar days after incident occurs. If supervisor is unavailable or employee believes it would be inappropriate to contact that person, employee may present problem to another member of management.
2. Supervisor responds to problem during discussion or within 10 calendar days, after consulting with appropriate management, when necessary. Supervisor documents discussion.
3. Administrative Office counsels and advises employee, assists in putting problem in writing, visits with employee's manager(s), if necessary, and directs employee to Peer Review Panel (set up by President in this case) for review of problem.
4. Employee presents problem to Peer Review Panel in writing.
5. Peer Review Panel reviews and considers problem. Peer Review Panel informs employee of decision within 10 calendar days, and forwards copy of written response to Human Resources Office for employee's file. The Peer Review Panel has full authority to make any adjustment deemed appropriate to resolve the problem.

412 RISK MANAGEMENT AND LOSS CONTROL

Adopted: 11/12/07

Revised:

Maintaining a safe work environment, conducting work in a safe manner and protecting the safety of employees and the general public are extremely important to Future Generations. It is the policy of Future Generations to establish and adhere to the following risk management and loss control procedures that will protect the assets of Future Generations, the safety of its employees and members of the general public. All Future Generations employees and officials have certain responsibilities in the risk management and loss control process that must be carried out in order to have a successful program. These responsibilities include such activities as establishing safe workplaces, following safe practices, limiting exposures to potential liability and loss and carrying out the steps necessary to maintain an effective and efficient risk management and loss control program.

***500 Finance Policies and
Procedures***

501 CASH FLOW

Adopted: 11/12/07

Revised:

Every institutional program must have a minimum of 3 months specific cash flow projections. This relates to both projected expenditures and revenue. It specifically includes the expectation that institutional programs will be routinely providing to Central Finance Office on North Mountain three months notification of the fund disbursement needs. This does not preclude emergency fund distribution, but these should be used only for special funding needs. Institutional budgets managers who are having difficulty with this requirement will be offered budgetary training to help them.

502 LIMITS OF SPENDING

Adopted: 11/12/07

Revised:

Each budget manager can authorize a budget expenditure to Central Finance Office or sign a contract with an external group, if the sum is \$25,000 or less and 100% contained within that fiscal year's board-approved budget.

Each budget manager can authorize expenses that exceed budget line items by 15% so long as those funds are made available by funds released from other line items (and such line item adjustments do not conflict with restrictions of a supporting grant).

The President is authorized to make expenditures or sign contracts up to \$250,000 within that year's board approved budget. For sums beyond that additional authorization is needed from either the Board Chairman or Treasurer as appropriate to the situation.

The President can authorize expenses that exceed budget line items by 25% so long as those funds are made available by funds released from other line items and the budget total for that program does not increase (and such line item adjustments do not conflict with restrictions of a supporting grant).

503 RESTRICTED FUNDS

Adopted: 11/12/07

Revised:

Income for the institution that has purposes restricted by the donor must be segregated into a special fund account until those expenses are made with the exception that the approved overhead percentage can be taken before deposit.

504 PREPARATION OF INSTITUTIONAL BUDGET

Adopted: 11/12/07

Revised:

Given that the institutional fiscal year starts July 1st each year, the Institutional Budget must be approved at the Board Meeting that customarily occurs in May. Toward this approval date, work on the budget by Management should begin in February, including the program staff at that time, with an initial budget to then be given to the Board Budget Committee by April 1st.

505 ENDOWMENT SPENDING

Adopted: 11/29/07

Revised:

Per request of the donor who has contributed essentially all of the endowment funds. The policy on the endowment fund is that they are allowed to use 5% of the "corpus" per year. If the corpus is below the sum of all original grants, then they can spend 2.5% of the corpus.

The "corpus" is defined as the original contributions, plus all accumulated earnings to date. In other words, the corpus includes earnings that have not been drawn out based on the above policy.

600 Faculty Handbook

601 TYPE OF POSITIONS

Adopted: 11/12/07

Revised:

There are five categories of instructors in the Future Generations Graduate School. First, there are three endowed professorships in Equity and Empowerment, one for the discipline of Conservation and the other in the discipline of Health. Second, several full-time administrators carry Faculty and teaching responsibilities. Third, Future Generations Country Program Directors routinely provide Master's degree students with instruction that is pertinent to their residually based studies in Tibet/China, Peru, and India. Fourth, Future Generations relies on a number of outstanding Adjunct Faculty members, whose primary affiliation is with another university or who conduct ongoing research in the field. Finally, Future Generations maintains relations with Special Instructors from renowned universities, which do not otherwise grant their Faculty members to serve as adjunct professors elsewhere.

The first three categories of Future Generations Faculty members enjoy all other benefits and obligations of policies and procedures in this manual. Adjunct and Special Instructor Faculty members enjoy specific contractual terms of employment. Whether or not USA citizens, these two categories of Faculty will be treated as IRS 1099 Contractors (*see* section on Employment Policies and Procedures).

602 BLENDED LEARNING PEDAGOGY

Adopted: 11/12/07

Revised:

Given the progressive nature of the Master's degree program, it is anticipated that Future Generations Faculty members of all five categories will help the institution define, implement, test, and assess the effectiveness of blended learning pedagogy. This pedagogy entails interactive online instruction, residually based studies in the field, and applied coursework and research that are to redound to the benefit of our Master's degree students and their communities.

603 REQUIREMENTS OF INSTRUCTORSHIP

Adopted: 11/12/07

Revised:

Classes typically include at least online and residually based components of study. Faculty members, therefore, must have mastered or be willing to work with the Future Generations Interactive Online Coordinator and participate in Faculty College workshops to learn effective use of Blackboard. Since this is an applied Master's degree program, it is also anticipated that

each course blends online and assigned coursework with applied learning and/or research in the field.

604 COURSE PREPARATION

Adopted: 11/12/07

Revised:

If a faculty member is designated as “faculty of record” for a course, regardless of what category he or she might be in, that person is expected to work under leadership of the Dean and with cooperation with the Director of Academic Programs to prepare the course syllabus, arrange the course schedule and texts, and provide all relevant preparatory materials to the Registrar. As noted in these policies, there are a number of requirements that must be met in course planning. Timely preparation is essential in this preparation, and the word timely in this context means with enough time so that adequate consultation can occur with the Dean and Director of Academic Programs.

605 WAGES AND TERMS OF EMPLOYMENT

Adopted: 11/12/07

Revised:

All categories of Faculty employment are subject to “at will” contracts under the laws of the State of West Virginia. 30 days written notice is required of either party to terminate a contract for teaching in the Future Generations Graduate School. All teaching positions are under the supervision of the Dean of the Graduate School. For Adjunct Faculty, remuneration is \$5,000 per two-credit hour course taught with payments made in two equal portions at the beginning and end of each term. A one-credit hour course draws \$2,500 in remuneration. These levels of remuneration are subject to change.

606 TRAVEL

Adopted: 11/12/07

Revised:

Future Generations covers for all categories of Faculty employment the direct and incidental costs of travel related to the teaching or training affiliated with the Graduate School.

607 INDEMNIFICATION

Adopted: 11/12/07

Revised:

Future Generations fully indemnifies a Faculty member's liability in relation to teaching or training arrangements through the Graduate School provided the Faculty member has performed his or her duties with due diligence and absent any evidence of intentional or gross negligence.

608 RESEARCH AND ASSESSMENT

Adopted: 11/12/07

Revised:

All categories of Faculty members may be called upon to collaborate in research and assessment. The former is likely in disciplines related to ongoing Future Generations research and demonstration. The latter likely concerns ongoing Graduate School accreditation processes. While many Future Generations Faculty members carry on significant research projects, it is likely that their primary engagement with the Graduate School at this nascent stage of program development is the teaching of courses using the blended learning pedagogy.

609 FACULTY COLLEGE RESPONSIBILITIES

Adopted: 11/12/07

Revised:

Full-time Future Generations employees with teaching or training responsibilities are expected to participate fully in the annual summer Faculty College and related Faculty workshops. They, too, may be asked to serve on Academic Council, on the Admissions Committee, in graduation ceremonies, and in the residentially-based programming. Adjunct and Special Instructor Faculty members may be invited to the Faculty College or asked to be available for telephone or computer consult and counsel at this annual convening of the Faculty. During the course of the year, the full-time Faculty meets as part of the weekly Staff Meeting or specially called meetings of the Academic Council and Admissions Committee. Other than the annual summer Faculty College, the Graduate School will call quarterly Faculty meetings. Full-time Future Generations employees with teaching or training responsibilities are expected to attend these quarterly meetings, whereas Adjunct, Special Instructor, or Country Program Director Faculty members may be asked to remain available for telephone or computer consult and counsel.

610 GRADING

Adopted: 11/12/07

Revised:

It is anticipated that all categories of Faculty members will submit a “Grade Sheet” form to the Graduate School Registrar within 10 days of the end of a given term of instruction. In the event a Faculty member decides to grant an Incomplete mark (*see* Course Catalog Academic Policies for “Incomplete work”), he or she must submit to the Registrar within 10 days of the end of a given term an “Incomplete” form. After the conclusion of one term of study following an Incomplete mark, a Faculty member is to submit a “Change of Grade” form that reflects the student’s overall work product.

611 COURSE EVALUATION

Adopted: 11/12/07

Revised:

The Interactive Online Coordinator will solicit Master’s degree student evaluation of all courses. Within a reasonable length of time, but not to exceed one term of study, the Registrar shall compile the results of student evaluations. The Dean shall submit these results with written commentary to each Faculty member. At the request of the Dean or Faculty member, there shall be a consultation concerning student evaluations of courses taught.

612 FACULTY EVALUATION

Adopted: 11/12/07

Revised:

Given the nascent nature of this Graduate School, the Dean shall conduct personnel meetings with each Faculty member, regardless of category, at least biennially. These meetings shall address primarily the Faculty member’s ability to teach effectively with a blended learning pedagogy. These meetings shall also address any research conducted by the Faculty member that is collaborative with Future Generations field research and demonstration sites.

613 STUDENT SUPPORT SERVICES

Adopted: 11/12/07

Revised:

Faculty members are encouraged to work collegially with student support staff to: realize effective interactive online learning; integrate useful language skill components; recommend necessary tutoring; and further the efforts of the Director of Admissions.