

*It's YOU. It's NOW.*  
**It's JEFFCO!**



**2016**  
**2017**

**FACULTY/STAFF HANDBOOK**

# Introduction

This handbook is intended to give employees a convenient guide to information about Jefferson College and its practices, policies, and procedures; the use of various services and facilities; and, employee privileges and responsibilities. In the event of apparent conflict or ambiguity in policy or procedure between the contents of this publication and the Board of Trustees Policies and Procedures Manual, the latter shall take precedent.

This handbook in no way guarantees employment or represents a contract between the employee and the College.

The information contained in this handbook is subject to change as a result of action by federal and/or state governments, the Board of Trustees, and the administration of Jefferson College.

Members of the faculty and staff should feel free to consult with their supervisor, dean, or appropriate administrative official regarding matters not covered in the handbook or those that seem to be inadequately discussed. Recommendations for additions to or modifications of this handbook will be appreciated.

Detailed information on many subjects described in this handbook can be found in other College publications including the Board of Trustees Policies and Procedures Manuals, Administrative Policies and Procedures Manuals, the Student Handbook, and the General Catalog.

*The changes agreed upon in BAT-FAT negotiations will be published following Board approval of revised policies and procedures.*

## Policy Development

The Board of Trustees shall determine the policies to serve as a basis for the administration of the College. The formulation, development, adoption and revision of written policies, rules and procedures shall constitute the basic method by which the Board of Trustees shall exercise its leadership in the operation of the College.

The Board directs the College President and his/her staff to promulgate, implement and maintain administrative policies and procedures which are consistent with the Board's policies. While the Board may wish to periodically review these administrative policies and procedures, the administration has the authority to make adjustments to these without Board approval, unless otherwise instructed by the Board.

It shall be the duty of all employees to become familiar with the policies, rules and procedures so that each may clearly recognize his or her duties and relationships within the College policies.

*Refer to Board Policy I-018.*

## **Integrity/Accreditation Statement**

Jefferson College is accredited by The Higher Learning Commission, a Commission of the North Central Association of Colleges and Schools. Individuals should direct their questions, comments or concerns to:

The Higher Learning Commission  
230 South LaSalle Street, Suite 7-500  
Chicago, IL 60604-1413  
(800) 621-7440 or  
(312) 263-0456  
Fax (312) 263-7462

## **Non-Discrimination Notice**

It is the policy of Jefferson College that no person shall, on the basis of age, ancestry, color, creed, disability, genetic information, marital status, national origin, race, religion, sex, sexual orientation, or veteran status, be subject to discrimination in employment or in admission to any educational program or activity of the College. In compliance with Federal Rules and Regulations, Jefferson College has adopted a procedure for resolving complaints of discrimination. The procedure is available to any Jefferson College student, employee, or applicant who feels that he or she has been discriminated against in employment, student programs, or student activities.

The Americans with Disabilities Act (ADA) Coordinator for students is the Disability Support Services Coordinator, Technology Center 101, (636) 481-3169/797-3000, ext. 3169.

The College Coordinator of Title IX is the Vice President of Student Services, Office – Student Center 205, (636) 481-3200/797-3000, ext. 3200.

Students with concerns regarding any alleged discriminatory act or occurrence falling within the provisions of any of the Federal Rules and Regulations other than Title IX or ADA as specified above may contact the Vice President of Student Services, Office – Student Center 205, (636) 481-3200/797-3000, ext. 3200.

Employees, applicants, or other individuals with concerns regarding any alleged discriminatory act or occurrence falling within the provisions of any of the Federal Rules and Regulations other than Title IX or ADA as specified above may contact the Director of Human Resources, Office – Administration 133-E, (636) 481-3157/797-3000, ext. 3157.

*Refer to Board Policies II-001 and VII-012 and Board Procedures II-001.5 and VII-012.*

## Mission Statement

Jefferson College is a student-centered comprehensive community college, committed to providing an accessible, quality college experience as it strives to meet the diverse needs of the students and the community. Superior teaching and services foster a supportive learning environment, which promotes intellectual, social, and personal growth. A strong general education curriculum, college transfer and technical programs, personal enrichment courses, and on-campus experiences prepare students to succeed in their careers, further their education, and prosper in a diverse world. Jefferson College's ongoing assessment of students, programs and services assures that it is a responsive and progressive community college.

## Vision

Our shared vision for Jefferson College is to become widely recognized as a premier comprehensive community college where student achievement and student success are central to every endeavor. Led by highly qualified college trustees, administrators, faculty, and staff, students master knowledge, skills, competencies, and values in a participative, innovative learning environment. The institution will be a model for enlightened, shared governance and will continue to strive for accreditation with distinction attesting to the excellence of its policies, practices, and services.

## Values

*We value...*

- Student Growth  
Balanced opportunities for all student to encourage intellectual, personal, and social growth and continued learning.
- Student Mastery of Skills  
Mastery of intellectual and technical skills that will ensure career success.
- Student-Centered Services  
A supportive and effective higher educational environment that enhances student learning.
- Diversity  
Preparation of students for excelling in a world of cultural and intellectual diversity.
- Assessment  
The use of assessment for continued student, personnel, and program improvement.
- Shared Governance  
Enlightened and shared governance of the institution.
- Professional Growth  
Continued professional growth within the college community that supports effective teaching and competent services.
- Academic Freedom  
Academic freedom that challenges students and welcomes diversity of thought and discussion.
- Community Service  
Leadership in the cultural, educational, economic, environmental, and social development within the community.

# Strategic Plan

## Our Pathways to Excellence

### **Strategic Aim 1: Student Learning & Support**

- Jefferson College will facilitate positive learning outcomes through quality curriculum, excellent instructional strategies, and comprehensive support services.

### **Strategic Aim 2: Community Collaboration**

- Jefferson College will collaborate with the community to promote the intellectual, economic, and cultural enrichment of its diverse residents.

### **Strategic Aim 3: Support for Employees**

- Jefferson College will provide services, programs, and policies necessary to enable a diverse faculty and staff to contribute to the fulfillment of Jefferson College's mission.

### **Strategic Aim 4: Environment and Infrastructure**

- Jefferson College will provide relevant, safe, energy efficient, and accessible environment, and use it to maximum efficiency to meet the needs of the students, faculty, staff, and community now and in the future.

### **Strategic Aim 5: Financial Responsibility**

- Jefferson College will maintain fiscal responsibility through a financial management system that promotes stability, flexibility, and transparency.

## Organizational Structure

### **Line of Authority**

It shall be the policy of the Board of Trustees that the general line of authority within the College shall be from faculty or staff member to division chair, program director, or other immediate supervisor; to dean; to associate vice president or vice president to the president; to the Board of Trustees. This does not prohibit an employee from referring an area of concern or problem to a constituent committee such as the Faculty Senate, Certified Professional Staff Committee, or Classified Professional Staff Committee.

All College personnel shall be cognizant of and abide by the appropriate chain of command as set forth in the organizational chart by Board policy. In the event issues or concerns are not resolved to an employee's satisfaction, the employee has the option of referring the issue or concern to the higher level supervisor as specified by the line of authority.

Faculty and staff contact with the Board of Trustees on College business shall only be made through the President of the College. Employees desiring to appear before the Board shall place their request through the appropriate administrative officer to

the President of the College. The President shall make the necessary arrangements for such an appearance. To be considered by the Board, items should be submitted in writing, along with any supporting documentation, at least one week prior to the Board meeting in order that it may be included with the other agenda items and information mailed to the Trustees.

*Refer to Board Policy and Procedure III-001.*

## **Administrative Organization**

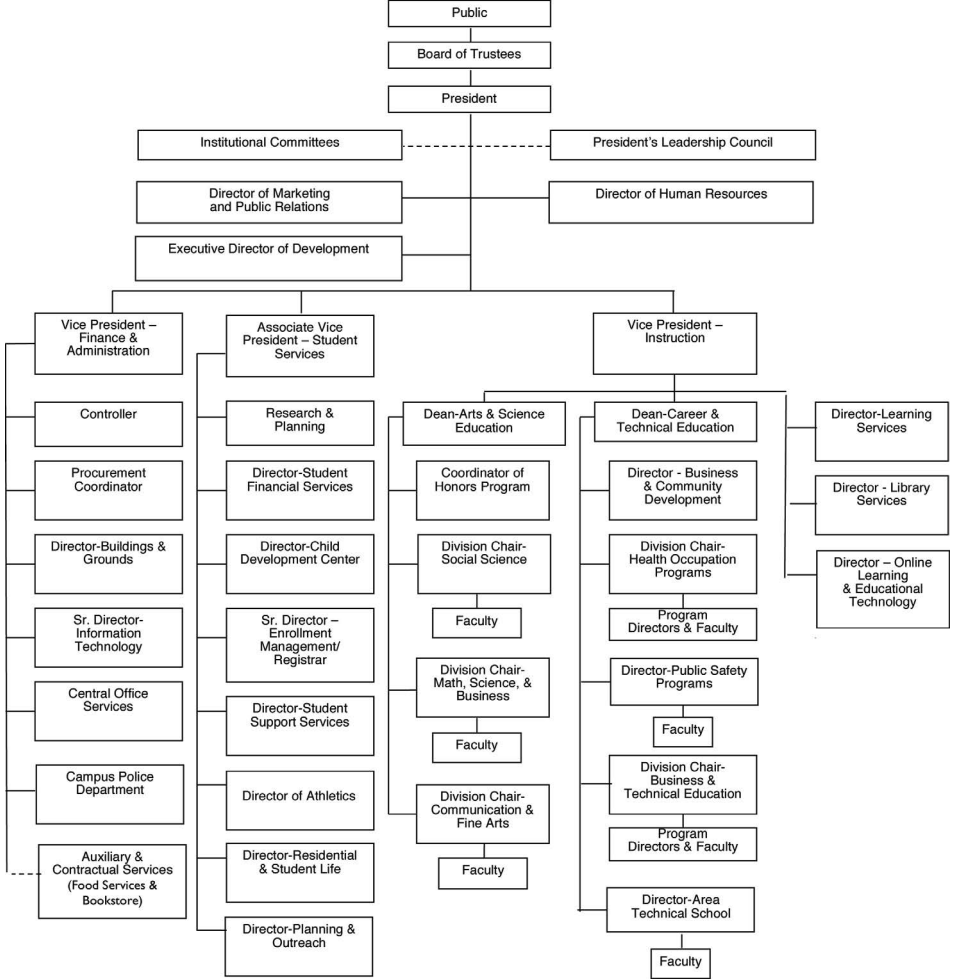
It shall be the responsibility of the President of the College, as chief executive officer for the Board of Trustees, to execute directly or by delegation all executive and administrative duties in connection with the operation of the College. Furthermore, it shall be the responsibility of the President of the College to develop or cause to be developed, approve, and implement a selection process, a position description which shall include duties and responsibilities, and an evaluation system for the vice presidents and deans of the College.

The overall administrative structure of Jefferson College is divided into three major categories of responsibility: Instruction, Student Services, and Finance & Administration. The Dean of Career and Technical Education and the Dean of Arts and Science Education report to the Vice President of Instruction. Departments with the responsibility for the functions of learning services, library services, and online and educational technology also report to the Vice President of Instruction. Departments with the responsibility for the functions of research and planning, student financial services, child development center, admissions and student records, advising and retention, student support services, athletics, residential and student life, and outreach and educational sites report to the Vice President of Student Services. Departments with the responsibility for the functions of controller/business office, procurement, buildings and grounds, campus police, information technology, central office services, and payroll services report to the Vice President of Finance and Administration. The Vice Presidents shall report directly to the President of the College. Departments with the responsibility for the functions of public relations and marketing, development/foundation, and human resources report directly to the President of the College.

*Refer to Board Policy III-003.*

# JEFFERSON COLLEGE Organizational Chart

*Refer to Board Policy III-004.*



# **Responsibilities of the Board of Trustees and Administrative Officers**

## **Board of Trustees**

The Board of Trustees, which consists of six members elected at large, governs the Community College District. Each odd-numbered year two members are elected for six-year terms.

The Board of Trustees shall:

1. select and appoint the President of the College;
2. determine the broad general policies that will govern the District;
3. consider and take appropriate action in all matters of policy relating to the welfare of the College on recommendation of the President of the College;
4. assume final responsibility, after evaluating administrative recommendations, for making decisions concerning appointment, compensation, retention or dismissal of all staff members;
5. approve the annual budget prior to the beginning of the next fiscal year;
6. approve all expenditures;
7. provide ways and means for adequate financial support;
8. function as the legislative and policy-making body of the District, leaving the executive function to the College President;
9. serve as a court of final appeal for students, employees, and citizens of the District on matters of policy and policy interpretation;
10. insure that policies adopted by the board are consistent with the provisions of the law;
11. cause the annual financial statement to be published not later than August 1 in a subscription newspaper of general circulation within the District;
12. annually evaluate the performance of the President of the College using an evaluation instrument approved by the Board.

*Refer to Board Policy I-009.*

## **President**

The President of the College shall be the chief executive and administrative officer for the Board of Trustees. The President shall execute directly or by delegation all executive and administrative duties in connection with the operation of the College.

**Selection:** The term of office of the President shall be from one to three years as determined by the Board of Trustees. The compensation of the President shall be set by the Board of Trustees at the time appointed and the terms thereof will be set forth in the contract for services. By mutual consent the compensation of the President may be adjusted before the start of any fiscal year.



Duties and Responsibilities - The President of the College shall:

1. be the chief executive officer of the Board of Trustees and shall be responsible for the organization and administration of the College;
2. make policy recommendations to the Board of Trustees on all matters that affect the College and be responsible for execution of policies as approved;
3. recommend all additions or changes in personnel and in personnel policies;
4. submit an annual budget and administer the budget as approved by the Board;
5. have authority to exercise broad discretionary power along lines established by the Board;
6. be responsible for the preparation of all reports required by the Board and by local, state, or national agencies;
7. recommend site utilization to the Board;
8. direct the development of the College campus building programs;
9. appoint college-wide faculty and staff committees;
10. recommend the establishment of citizens' advisory committees;
11. lend influence in the development of higher education in local, state, and national committees and organizations;
12. be active in all levels of education through participation in local, state, and national educational activities;
13. represent the College in matters before the State Legislature, the Federal Congress, and departments and agencies of local, state and federal government;
14. perform other duties as may be assigned by the Board of Trustees.

*Refer to Board Policy III-002.*

## **Vice President of Finance and Administration**

Selection - Subject to approval by the Board of Trustees, a Vice President of Finance and Administration shall be appointed by the President. This person shall serve as a line officer and shall be directly responsible to the President.

Duties and Responsibilities - The Vice President of Finance and Administration shall:

1. be responsible to the President of the College for all financial and business functions of the District;
2. serve as a member of the Leadership Council and participate in the development, dissemination and implementation of college policy, regulations, procedures, and the strategic plan. Build evidence that demonstrates how finance and administration has supported the strategic plan and the appropriate Board and institutional aims;
3. serve as financial agent of the District;
4. oversee the preparation of monthly and annual financial statements for the Board of Trustees, the President of the College, and various state and federal agencies;
5. direct and manage the operation of the Business Office through the Controller, insuring proper system of accounting, internal control, purchasing and budgetary control;
6. direct and manage the operation and maintenance of the physical plant, grounds, and other facilities through the Director of Buildings and Grounds;

7. administer the contracts for the operation of the College bookstore and food services;
8. direct and manage the operation and the purchasing functions through the Procurement Coordinator;
9. direct and manage the operation and functions of mail distribution, duplication of printed materials, and central stores supplies;
10. direct and manage the College's information technology functions through the Director of Information Technology;
11. serve as the College risk management officer assuming adequate insurance coverage for all College property, personnel and athletic teams including liability insurance for officers and directors of the College;
12. insure appropriate accounting is maintained on all District property;
13. oversee the use of College facilities by community groups and administer the collection of fees and other charges;
14. assure compliance with the college's vehicle rental policy and oversee the use of College vehicles in accordance with policies and procedures;
15. assume administrative responsibility for all evening activities;
16. work with the Vice President of Student Services to administer the Strategic Enrollment Management plan;
17. provide leadership for the Finance and Administration division and campus- wide in support of the Strategic Planning initiative;
18. select, supervise and evaluate directors and managers of the administrative functions reporting to the Vice President of Finance and Administration;
19. serve as administrative liaison to appropriate institutional committees as assigned by the President;
20. attend College functions including student activities, cultural events, music performances, athletic events, etc.;
21. participate in community and/or civic organizations, preferably in a leadership role;
22. develop and implement administrative policies and procedures in support of the mission of the College;
23. prepare a budget request for the Finance and Administration area in a time frame as directed by the President;
24. establish an annual operating budget in cooperation with the deans and submit it to the President of the College as directed;
25. prepare institutional reports as required by the President;
26. perform other duties assigned by the President of the College.

*Refer to Board Procedure III-003.*

## **Vice President of Instruction**

Selection – subject to approval by the Board of Trustees, a Vice President of Instruction shall be appointed by the President. This person shall serve as a line officer and shall be directly responsible to the President. The Vice President is the College's Chief Academic Officer (CAO) and represents the President in his or her absence.

Duties and Responsibilities - The Vice President of Instruction shall:

1. assume responsibility for supporting the college's learning centered mission and strategic directions and is accountable and responsible for the leadership, administration, supervision, and coordination of the programs, policies and practices of the instructional divisions;
2. as the Chief Academic Officer, provide leadership for student learning and academic affairs through policy development in student learning, academic programs and related student success areas;
3. serve as a member of the Leadership Council and participate in the development, dissemination and implementation of college policy, regulations, procedures and the strategic plan. Build evidence that demonstrates how instruction supports the strategic plan and the appropriate Board and Institutional Aims; formulate strategic vision for a program growth and development plan that is distinct and accountable, that leads to measurable enrollment growth;
4. direct the Arts and Sciences Education and Career and Technical Education divisions through the appropriate deans;
5. direct online and technology-based processes related to instruction, supporting the College's goal of using the web as a "campus" through the appropriate director; direct academic support services through appropriate directors;
6. develop, implement and monitor the division budgets; identify and pursue alternative funding sources where appropriate. Provide sound fiscal management and empirical-based decision making by overseeing program development, budgets, and facilities of all academic operations;
7. lead the evaluation of instructional operations to maintain focus on excellence, technological application and innovation and promote positive employee relations, motivation and morale;
8. supervise the development of class schedules, the academic calendar, and fall orientation and in-service days;
9. provide leadership and coordinate strategic and operational planning for instructional programs and services. This includes the planning, development, implementation, evaluation and revision of credit, non-credit and workforce development programs;
10. assume responsibility for all matters dealing with accreditation;
11. assure appropriate representation at local, statewide, and regional meetings and events;
12. work with the appropriate deans in the recruitment, selection, and evaluation of personnel and make recommendations to the President;
13. direct the evaluation process for all faculty and staff within the divisions;
14. work closely with College governance structure and committees;
15. assure compliance with regulations and laws of Missouri, state and federal agencies as they relate to the divisions;
16. develop and implement communication processes to ensure continuity of programs and offerings at all sites;
17. provide leadership for the Instructional divisions and campus-wide in support of the Strategic Planning initiative;

18. work with the President in the accumulation and organization of data relative to the educational needs of the College community;
  19. attend College functions including student activities, cultural events, music performances, athletic events, etc.;
  20. maintain contact with other community colleges, universities, area schools, and professional organizations and agencies;
  21. develop and implement policies and procedures in support of the mission of the college;
  22. participate in community and/or civic organizations, preferable in a leadership role;
  23. prepare institutional reports as required by the President;
  24. perform other duties as assigned by the President of the College.
- Refer to Board Procedure III-003.

## **Dean of Arts and Science Education**

Selection - Subject to approval by the Board of Trustees, a Dean of Arts and Science Education shall be appointed by the President. This person shall serve as a line officer and shall be directly responsible to the Vice President of Instruction.

Duties and Responsibilities - The Dean of Arts and Science Education shall:

1. be responsible to the Vice President of Instruction for planning, developing, implementing, coordinating, supervising, and evaluating all Arts and Sciences curricula;
2. work with Division Chairs in the recruitment, selection, and evaluation of faculty for the Arts and Sciences and make recommendations to the Vice President of Instruction;
3. be responsible for initial certification as required of all instructors in the Arts and Sciences Division as directed through the Division Chairs;
4. direct and manage through the Division Chairs the responsibility for supervision and evaluation of instruction in Arts and Sciences Education;
5. assume a leadership role in the assessment of student learning and ongoing improvement of instruction in the Arts and Sciences Division;
6. maintain yearly contact with transfer institutions to insure applicability and continuity of courses and programs;
7. collect and analyze data concerning student outcomes and effectiveness of teaching and learning;
8. address matters dealing with accreditation in conjunction with the Vice President of Instruction;
9. work with the Dean of Career and Technical Education, the Vice President of Student Services, the Director of JC Online and Instructional Technology, and the Director of Outreach and Education Sites in coordination and delivery of instructional programs as appropriate;
10. work with directors responsible for academic support services to improve student success;

11. work with the Director of JC Online and Instructional Technology to support quality online instruction and current educational technologies;
12. work with the division chairs and program directors and support the Center for Teaching and Learning initiatives to provide ongoing faculty development for full-time and adjunct faculty;
13. work with the Vice President of Student Services to administer the Strategic Enrollment Management Plan;
14. direct and manage through the division chairs the responsibility for scheduling courses and instructors for the Arts and Sciences and for coordinating room assignments with the Business Office;
15. maintain and approve outlines of all courses offered in the Arts and Sciences Division as directed through the division chairs;
16. be responsible for approving the selection of textbooks for the Arts and Sciences as directed through the division chairs;
17. keep the Vice President of Instruction and faculty informed on instructional resources in the Arts and Sciences Division;
18. approve travel requests presented by the Arts and Sciences faculty and submit them to the Vice President of Instruction;
19. approve requisitions for instructional supplies and equipment presented by the Arts and Sciences division chairs and faculty and submit them to the Vice President of Instruction;
20. make recommendations to the Vice President of Instruction concerning budget requests for Arts and Sciences;
21. provide leadership for the Arts and Sciences Division and campus-wide in support of the Strategic Planning initiative;
22. participate in the formulation of plans, priorities and institutional objectives;
23. work with the Vice President of Instruction in the accumulation and organization of data relative to the educational needs of the College and community in the Division of Arts and Sciences Education;
24. serve as administrative liaison to appropriate institutional committees as assigned by the Vice President of Instruction;
25. attend College functions including student activities, cultural events, music performances, athletic events, etc.;
26. maintain contact with other community colleges, universities, area schools, and professional organizations and agencies;
27. participate in community and/or civic organizations, preferably in a leadership role;
28. develop and implement policies and procedures in support of the mission of the College
29. prepare institutional reports as required by the Vice President of Instruction;
30. perform other duties as assigned by the Vice President of Instruction.

*Refer to Board Procedure III-003.*

## **Dean of Career and Technical Education**

Selection - Subject to approval by the Board of Trustees, a Dean of Career and Technical Education shall be appointed by the President. This person shall serve as a line officer and shall be directly responsible to the Vice President of Instruction.

Duties and Responsibilities - The Dean of Career and Technical Education shall:

1. be responsible to the Vice President of Instruction for planning, developing, implementing, coordinating, supervising and evaluating all curricula in Career and Technical Education;
2. work with Division Chairs and Program Directors in the recruitment, selection, and evaluation of faculty in the area of Career and Technical Education and make recommendations to the Vice President of Instruction;
3. be responsible for initial certification as required of all instructors in Career and Technical areas as directed through the Division Chair and Program Directors;
4. direct and manage through the Division Chair and Program Directors the responsibility for supervision and evaluation of instruction in Career and Technical Education;
5. assume a leadership role in the assessment of student learning and ongoing improvement of instruction in the Arts & Sciences Division;
6. direct and manage Career and Technical Education grant programs through their respective directors;
7. direct and manage the Area Technical School through the Director of the Area Technical School;
8. direct and manage workforce development, adult education, GED, and continuing education through the Director of Business and Community Development;
9. work closely with advisory committees to insure that the Career and Technical curricula are consistent with the needs of business and industry;
10. direct and manage through the Employment Specialist job placement of students in Career and Technical Education;
11. collect and analyze data concerning student outcomes and effectiveness of teaching and learning;
12. address matters dealing with accreditation in conjunction with the Vice President of Instruction;
13. work with the Dean of Arts and Sciences Education, the Vice President of Student Services, the Director of JC Online and Instructional Technology and the Director of Outreach and Educational Sites in coordination and delivery of instructional programs as appropriate;
14. work with Directors responsible for academic support services to improve student success;
15. work with the Director of JC Online and Instructional Technology to support quality online instruction and current educational technologies;
16. work with the division chairs, and program directors and support the Center for Teaching and Learning initiatives to provide ongoing faculty development for full- time and adjunct faculty;

17. work with the Vice President of Student Services to administer the Strategic Enrollment Management Plan;
18. direct and manage through the division chair and program directors the responsibility for scheduling of courses; and instructors for Career and Technical Education and coordinating room assignments with the Business Office;
19. maintain and approve outlines of all courses in the Career and Technical area through the division chair and program directors;
20. be responsible for approving the selection of textbooks in Career and Technical Education as directed through the division chair and program directors;
21. keep the Vice President of Instruction and faculty informed on instructional resources in Career and Technical areas;
22. approve travel requests presented by the Career and technical Education faculty and submit them to the Vice President of Instruction;
23. approve requisitions for instructional supplies and equipment, presented by the division chair, program directors, and Career and Technical Education faculty, and submit them to the Vice President of Instruction;
24. make recommendations to the Vice President of Instruction concerning budget requests for Career and Technical Education;
25. provide leadership for the Career and Technical Education division and campus-wide in support of the Strategic Planning initiative;
26. participate in the formulation of plans, priorities, and institutional objectives;
27. work with the Vice President of Instruction in the accumulation and organization of data relative to the educational needs of the College and community in the area of Career and Technical Education;
28. serve as administrative liaison to appropriate institutional committees as assigned by the Vice President of Instruction;
29. attend College functions including student activities, cultural events, music performances; athletic events, etc.;
30. maintain contact with other community colleges, universities, area schools, and professional organizations and agencies;
31. participate in community and/or civic organizations, preferably in a leadership role;
32. develop and implement policies and procedures in support of the mission of the College;
33. prepare institutional reports as required by the Vice President of Instruction;
34. perform other duties assigned by the Vice President of Instruction.

*Refer to Board Procedure III-003.*

## **Vice President of Student Services**

Selection - Subject to approval by the Board of Trustees, an Vice President of Student Services shall be appointed by the President. This person shall serve as a line officer and be directly responsible to the President.

Duties and Responsibilities - The Vice President of Student Services shall:

1. assume responsibility for supporting the college's learning centered mission and strategic directions and is accountable and responsible for the leadership, administration, supervision, and coordination of the programs, policies and practices of the student services division;
2. develop, implement, evaluate/revise the strategic enrollment management plan, working with all segments of the institution;
3. serve as a member of the Leadership Council and participate in the development, dissemination and implementation of the college policy, regulations, procedures and the strategic plan. Build evidence that demonstrates how student services supports the strategic plan and the appropriate Board and institutional aims; formulate strategic vision for a program growth and development plan that is distinct and accountable, that leads to measurable enrollment growth;
4. supervise Student Services facilities assignments;
5. direct and manage Admissions and Student Records functions through the Director of Admissions and Student Records;
6. direct and manage the operations of the Child Development Center through the Director of the Child Development Center;
7. direct and manage the Student Financial Services function through the Director of Student Financial Services;
8. direct and manage the intercollegiate athletic programs and the Student Athlete Success Office through the Athletics Director;
9. direct and manage the Advising and Retention Center, student organizations, and the Career Development Office, through the Director of the Advising and Retention Center;
10. direct and manage Project Success through the Director of Student Support Services;
11. direct and manage Student Housing (Viking Woods) and student activities through the Director of Residential and Student Life;
12. direct and manage the Office of Research and Planning;
13. direct and manage Outreach and Education Sites through the Director of Outreach and Education Sites;
14. select, supervise, and evaluate Directors of the administrative functions reporting to the Vice President of Student Services;
15. develop, implement and monitor the division budgets; identify and pursue alternative funding sources where appropriate. Provide sound fiscal management and empirical-based decision making by overseeing program development, budgets, and facilities of all student services operations;



17. lead the evaluation of student services operations to maintain focus on excellence, technological application and innovation and promote positive employee relations, motivation and morale;
18. be responsible for student discipline;
19. provide leadership for the Student Services division and campus-wide in support of the Strategic Planning initiative;
20. work with the President in the accumulation and organization of data relative to the educational needs of the College community;
21. work closely with College governance structure and committees;
22. attend College functions including student activities, cultural events, music performances, athletic events, etc.;
23. maintain contact with other community colleges, universities, area schools, and professional organizations and agencies;
24. participate in community and/or civic organizations, preferably in a leadership role;
25. develop and implement policies and procedures in support of the mission of the college;
26. prepare institutional reports as required by the President;
27. perform other duties assigned by the President.

*Refer to Board Procedure III-003.*

# Internal Institutional Governance

It shall be the policy of the Administration of Jefferson College that there be an orderly and deliberative process for the formulation of policy and for issuing recommendations to the College President and in some instances through the College President to the Board of Trustees.

For purposes of internal governance, the College has established constituent committees, herein referred to as senates, councils, boards or committees, approved institutional committees and ad hoc committees established by the College President or designee.

All bodies are expected to address issues outlined in their respective constitutions or committee purpose.

Unless designated otherwise, constituent committees and institutional committees shall elect their chair. In establishing an ad hoc committee, the College President or designee will designate the chair(s).

Any committee may organize subcommittees and said groups report solely to and through the parent body.

All institutional committees and boards will report to and through an administrator liaison appointed by the College President. The liaison is responsible for placing recommendations and communications on the agenda of the President's Leadership Council.

All constituent committees will have one or more administrator liaison(s) appointed by the College President for purposes of consultation and communication. The constituent committees report to the College President under guidelines specified elsewhere in Procedures for Internal Institutional Governance. The liaison is responsible for placing constituent committee recommendations and communications on the agenda of the President's Leadership Council.

Widespread involvement of many is encouraged as compared to limiting the involvement to relatively few in the governance process.

It is further assumed that in serving as an elected or appointed member of any body referenced above that the individual will commit the time necessary to expedite the work of the body and that the body will assemble as often as reasonably necessary to expedite its business.

During the course of deliberations, it is expected that the committee members, the administration and the College President will place the best overall interests of Jefferson College above all other interests.

All written communications are expected to reflect the level of scholarship of an institution of higher learning. Communications are required to bear a date and signify the source of the communication. All individuals serving in constituent groups, institutional or ad hoc committees, boards, and the administration are expected to exercise professional responsibility to carry out this policy and to be an instrument in fostering consultation which focuses on issues.

*Refer to Administrative Policy III-001.*

It shall be the procedure of the Administration of Jefferson College that all policies and communications shall be developed according to the following guidelines. Constituent committees, institutional committee, ad hoc committees, boards, and the administration are to follow their constitution or purpose. The Chair is responsible for producing a record of date, attendance, and actions in minutes and other useful information. Committees may gather information and formulate communications and recommendations.

## **Procedures for All Institutional Committees and Ad Hoc Committees Appointed by the College President:**

1. The following procedures have been established for the purpose of providing campus-wide communication of institutional committee actions.
  - a. Within one week of approval of the minutes by the committee, the chairperson shall distribute the minutes to faculty and staff electronically.
  - b. As soon as practical following each meeting held throughout the year, each ad hoc committee chairperson will submit minutes to the chairperson of the parent committee.
  - c. By the first week in June, each committee chairperson shall submit a comprehensive report on the committee's work for the academic year. The committee chairperson shall be responsible for forwarding copies of the final report to the appropriate designated administrator, who, in turn, is charged with the responsibility of forwarding it to the President.
2. Unless otherwise stipulated:
  - a. The chairperson of the institutional committees shall be elected or appointed in April as designated in the Institutional Committee Administrative Procedure. Continuing members on the committee shall be identified and this information shall be forwarded to the President. Ad hoc chairpersons will be appointed by the College President or designee.
  - b. Committee members shall serve at the pleasure of the area they represent.
  - c. In order to insure proper representation, vacancies may be filled at any time in collaboration with the appropriate director, division chairs/deans, and/or Vice President.
  - d. The chairpersons of the institutional committees and boards shall be responsible for coordinating the activities of their respective committees.

- e. A quorum shall consist of at least 50 percent of the committee membership.
- f. In the event of a disagreement over procedures, Robert's Rules of Order, Newly Revised shall apply.
- g. Recommendations for College policy or procedural changes shall be made in writing to the appropriate designated administrator and shall include:
  - 1) The specific language proposed to be adopted and, where appropriate, the section and page number in the Policy Manual where the policy proposed to be amended may be found;
  - 2) The time and place of the committee meeting during which the recommendation was approved;
  - 3) The names of committee members in attendance at the meeting;
  - 4) The number of persons voting for and against the proposal;
  - 5) Signature of the committee chairperson.
- 3. When a College policy or procedural change is to be proposed by an institutional or ad hoc committee, all College employees who may be affected by the policy shall be informed of the proposed change and given an opportunity to be heard by the committee.
- 4. When a College policy or procedural change proposal has been finalized and approved by the affirmative votes of a majority of the members of the committee, it shall be submitted in writing to the appropriate designated administrator. After a review of the proposal and consultation with other groups, as needed, the administrator may:
  - a. Present the proposal to the President's Leadership Council;
  - b. Forward the proposal to the administration for consideration with or without a recommendation for approval.
  - c. Reject the proposal or return it to the committee with suggestions for revisions.
  - d. Meet with the committee to attempt to resolve any differences of opinion. If agreement is not reached, the committee, by affirmative vote of a majority of its members, may submit the matter directly to the Administrative Cabinet for consideration.
- 5. In the event that the committee remains dissatisfied with the administration's disposition of the issue in question and the decision of the College President, the committee, by affirmative vote of a majority of its members, may request that the matter be submitted to the Board of Trustees. In such cases, the College President shall make the necessary arrangements for the communication to be forwarded to the Board of Trustees.

## **Procedures for All Constituent Committees**

The following procedures have been established for the purpose of providing campus- wide communication of constituent committee actions.

1. As soon as practical following each meeting held throughout the year, the committee secretary shall submit to the committee chairperson the minutes of the committee's proceedings.
2. After approval of the minutes by the committee, the chairperson shall distribute the minutes to interested faculty and staff and post them on electronically.
3. Recommendations for policy or procedural changes shall be made in writing and shall include:
  - a. The specific language proposed to be adopted and, where appropriate, the section and page number in the Policy Manual where the policy proposed to be amended may be found;
  - b. The time and place of the committee meeting during which the recommendation was approved;
  - c. The names of committee members in attendance at the meeting;
  - d. The number of persons voting for and against the proposal;
  - e. The signature of the committee chairperson.
4. When a policy or procedure change is to be proposed by a constituent committee, all College employees who may be affected by the policy or procedural change shall be informed of the proposed change and be given an opportunity to be heard by the committee.
5. It is expected that each administrator(s) appointed as liaison to a constituent committee, as well as the constituent committee, will communicate, as necessary, to exchange information and formulate recommendations. If a communication from a constituent committee is forwarded directly to the College President, and if in the opinion of the President the recommendation is accompanied by sufficient evidence of involvement of administrators and those to be affected by the recommendation, the President will refer the communication to the appropriate administrator for placement on the President's Leadership Council agenda.
6. If a communication from a constituent committee is forwarded directly to the College President, and if in the opinion of the president the recommendation is not accompanied by sufficient involvement of administrators and those to be affected by the recommendation, the President will remand the matter to the group through the respective administrator liaison for further work before being brought forward again.
7. Likewise, policies and procedures introduced directly by the College President or members of the administration are to be viewed as being in draft form and will be referred to the appropriate committee for review and response. Such communications follow the routing process as communications originating within a body.
8. After a review of the committee's recommendation and consultation with other groups as needed, the designated administrator may:

- a. Present the proposal to the President's Leadership Council;
  - b. Forward the proposal to the administration for consideration with or without a recommendation for approval;
  - c. Reject the proposal, or return it to the committee without suggestions for revisions;
  - d. Meet with the committee to attempt to resolve any differences of opinion. If agreement is not reached, the committee, by affirmative vote of its members, may submit the matter directly to the President for consideration.
9. The administration may render any recommendation it deems appropriate including the remanding of any matter to an existing body or may recommend the formulation of a group specifically charged with reviewing and recommending a course of action, or the matter may be referred to the College president.
10. In the event a constituent committee remains dissatisfied with the administration's disposition of the issue in question and the decision of the College President, the committee, by affirmative vote of a majority of its members, may request that the matter be submitted to the Board of Trustees. In such cases, the President shall make the necessary arrangements for the communications to be forwarded to the Board of Trustees.
11. The Board of Trustees is the sole determiner of the disposition of any communication it receives.

*Refer to Board Procedure VI-005 and Administrative Procedure III-001.01.*

# Shared Governance

Shared governance means that responsibility for institutional decisions is shared among administrators, faculty, and staff. Shared governance encourages and respects the input of students and community members. The purpose is to ensure ongoing improvement of teaching, learning, and services in support of the College's Mission, Vision, Values, and Strategic Plan.

Effective shared governance is predicated on committed and enthusiastic participation. All constituent groups are represented as needed to fulfill the purpose and charges of the committees. Committee membership will be determined through collaboration among faculty, staff, directors, and division chairs/deans. The goal is to accomplish a committee structure that empowers members to participate effectively in the growth and development of the College and encourages and recognizes effective leadership.

College constituents participating in shared governance are as follows:

- Board of Trustees
- Administrative Cabinet
- Faculty (Faculty Senate)
- Certified Professional Staff
- Classified Professional Staff
- Institutional Committees (and ad hoc committees)
- Students (Student Senate)
- Advisory Committees
- Appointed/Elected Boards

## Guiding Principles

The institutional committee structure:

1. upholds the Mission, Vision, and Values of the College;
2. supports the creation, revisions, and implementation of the College's Strategic Plan and action plans;
3. draws on the diverse experience and expertise of the College's constituents to support ongoing improvement and development of the College;
4. provides forums and collaborations to share ideas and resources;
5. conducts the work of the College in a collegial and public manner;
6. assumes committee members will participate year round as necessary (with compensation for those who are not twelve-month employees);
7. promotes mutual respect and trust through open communication;
8. strives to achieve connectivity among constituents by encouraging collaboration and communication among the institutional committees;
9. encourages recommendations to the Administration to inform decision-making and planning;

10. informs promotion and tenure decisions;
11. recognizes and rewards leadership;
12. will be reviewed in two years, and thereafter every five years by the Council of Institutional Committee Chairs, the first year review being 2014-15 and every five years thereafter;
13. allows for proposed changes by the Council of Institutional Committee Chairs as approved by the Administrative Team.

## **Responsibilities of Institutional Chairs**

Committee Chairs:

1. are elected by each Institutional Committee from the voting membership or appointed by the Vice President to which the committee reports;
2. are compensated each semester at a rate of \$600 for each fall and spring semester; \$300 for summer (if convened and actively working);
3. will ensure that a secretary is appointed for the committee;
4. are automatically members of the Council of Institutional Committee Chairs and attend meetings;
5. provide effective leadership for the Institutional Committee;
6. convene the Institutional Committee meetings as appropriate;
7. post electronically all Institutional Committee agendas in advance of the meetings;
8. post minutes of the meeting electronically within one week of approval;
9. submit the Committee's Annual Report by June 1 each year;
10. meet as needed with the designated Direct Reporting Administrator;
11. will ensure that student perspectives are considered through student participation, focus groups, and surveys;
12. provide leadership in the submission of action plans;
13. lead the review and communication concerning action plans relevant to the committee.

## **Student Participation**

Through the Student Leadership Specialist, committee members will make every effort to ensure student representation by reaching out to students.



## **Institutional Committees Defined**

Definition: Institutional Committees at Jefferson are tasked to do the following:

1. accomplish strategic goals and aims of the College as a whole;
2. support shared governance by bringing together individuals with interest and expertise from the constituent groups;
3. complete relevant and timely work;
4. review and recommend policy in their respective areas;
5. serve as a consultative body concerning the policies of the College.

## **Institutional Committee Structure**

The 10 Institutional Committees are:

- Accreditation Committee
- Assessment Committee
- Council of Institutional Committee Chairs
- Cultural Events and Outreach Committee
- Curriculum Committee
- Employee Support Committee
- Environment and Safety Committee
- Strategic Enrollment Management and Retention Committee
- Strategic Planning Committee
- Student Learning and Support Committee

## **Committee Membership**

Members of Institutional Committees are generally volunteers who serve on the Committee because of their professional interest and expertise in the activities of the Committee. In some cases, specific individuals or designees from an area are needed for the proper operation of the Committee. For example, the Cultural Events and Outreach Committee needs the active participation of the Director of Public Relations and Marketing or a designated individual from that area. All Institutional Committees are open for any members of the College community to attend meetings and participate. *Ad hoc* subcommittees generated by the Institutional Committees should contain individuals from the larger College Community. All *ad hoc* committees should originate from an Institutional Committee.

## Committee Reporting Structure

Each Institutional Committee reports to a Vice President.

The Vice President:

1. is a non-voting *ex officio* member of each Institutional Committee reporting to him or her;
2. communicates with the Institutional Committees through the Committee Chairs;
3. ensures that each Institutional Committee is fulfilling its assigned charge;
4. ensures that Institutional Committee Chairs are satisfying the requirements of their position;
5. may relieve Institutional Committee Chairs or committee members of their duties if they are not fulfilling their assigned responsibilities.

## Appointed/Elected Boards

Appointed/Elected Boards have a specific purpose in support of due process for students, faculty, and staff.

- Behavioral Concerns Board
- Financial Aid Appeals Board
- Grievance Board\*
- Sabbatical Leave Board\*\*
- Scholastic Appeals Board
- Student Conduct and Appeals Board
- Tenure Appeals Board\*\*

\* BOT Policy revisions in progress

\*\* Elected by the Faculty Senate

## Advisory Committees

### Internal Committees:

CTL Advisory Committee

Project Success Advisory Committee

### External Committees:

*Arts and Science Advisory Committees:*

- CRJ Advisory Committee
- ECE Advisory Committee
- Teacher Education Advisory Committee

*CTE Advisory Committees:*

- Advanced Residential Carpentry
- Automation & Electrical Control Systems
- Automotive Technology

- Building Repair Technology
- Business Information Technology
- Business Management
- Computer Information Systems
- Computer Integrated Manufacturing
- Culinary Arts
- Digital Media
- EMS Program
- Fire Science Technology
- Health Information Technology
- Health Services
- Heating, Refrigeration, & Air Conditioning
- Law Enforcement Academy
- Metal Fabrication
- Nursing Department
- Occupational Therapy Assistant
- Respiratory Therapy
- Veterinary Technology
- Welding Technology

**Subcommittees**

For a current listing of subcommittees, visit the Committees tab in MyJeffco.

# Institutional Committees

## Accreditation Committee

### **Purpose:**

The purpose of the Accreditation Committee shall be to provide leadership for the College's ongoing accreditation efforts.

Advisory recommendations from the Accreditation Committee shall be forwarded to the Vice President of Instruction and the Vice President of Finance and Administration through the HLC Liaison.

### **Charge:**

The Accreditation Committee will:

- (a) When directed to do so, organize efforts to research and recommend the appropriate HLC accreditation process for the College;
- (b) Stay apprised of all current HLC requirements for accreditation and communicate this information to the Administrative Team;
- (c) Stay informed of ongoing HLC changes and communicate to the Administrative Team these changes and recommend appropriate responses;
- (d) Determine ways to encourage ongoing engagement of all constituents in the ongoing HLC accreditation efforts;
- (e) Arrange presentations for each program accreditation and provide feedback as needed from an institutional viewpoint; and
- (f) Foster a culture of commitment to ongoing improvement through accreditation efforts in place of a culture of compliance.

### **Structure/Chairperson/Quorum:**

Voting members shall include the following:

- HLC Liaison
- 2 Career & Technical Education faculty members or representatives
- 2 Arts & Science faculty members or representatives
- 1 Student Services representative
- 1 Institutional Research representative
- 1 Online Learning & Educational Technology representative
- 1 Arts & Science Division Chair
- 1 Career & Technical Education Division Chair
- 1 Outreach representative
- 1 Assessment Committee representative
- 1 Strategic Planning Committee representative
- 1 Student

*Ex officio* members shall include the following:

- Vice President of Instruction
- Vice President of Student Services
- Dean of Arts & Science Education
- Dean of Career & Technical Education

The Chairperson shall be the HLC Liaison, appointed by the President. A quorum requires a majority of the membership. Members and Chairs will serve renewable two-year terms.

### **Communication and Resources:**

The committee uses consensus decision-making (some committees will specify Roberts Rules here). Resources are available at the following: MyJeffco (Committees tab); [www.jeffco.edu](http://www.jeffco.edu); and [www.hlcommission.org](http://www.hlcommission.org).

### **Reporting:**

Reports to the Vice President of Instruction and the Vice President of Finance and Administration through the HLC Liaison.

### **Strategic Planning Aim:**

Strategic Aim 1: Student Learning & Support;

Strategic Aim 2: Community Collaboration;

Strategic Aim 3: Support for Employees;

Strategic Aim 4: Environment and Infrastructure;

Strategic Aim 5: Financial Responsibility

## **Assessment Committee**

### **Purpose:**

The purpose of the Assessment Committee shall be to lead the College's efforts to continually assess teaching, learning, and services and use results in support of ongoing improvement.

Advisory recommendations from the Assessment Committee shall be forwarded to the Vice President of Instruction through the appropriate Division Chairs and Deans.

### **Charge:**

The Assessment Committee will:

- (a) Serve as mentors in support of the College's ongoing assessment efforts;
- (b) Review and share data pertinent to ongoing assessment of student outcomes and college services;
- (c) Review and share course level, program level, and institution level assessment (IA) efforts to provide feedback and to communicate assessment efforts internally.
- (d) Selection of a recipient of the Linda Johnston Assessment Award each Spring semester.

**Structure/Chairperson/Quorum:**

Voting members shall include the following:

- 3 Arts and Science Education faculty members or representatives
- 3 Career and Technical Education faculty members or representatives
- 2 Student Services representatives
- Coordinator of the Center for Teaching & Learning or representative
- Director of Learning Services or representative
- 1 Institutional Research representative
- 1 Library representative
- 1 Division Chair
- 1 Student

*Ex officio* members shall include the following:

- Vice President of Student Services
- Deans and Division Chairs of Arts and Science Education and Career and Technical Education
- Curriculum Committee Liaison
- Student Learning and Support Committee Liaison

The Chairperson shall be appointed by the Vice President of Instruction. A quorum requires a majority of the members. Members and Chairs will serve renewable two-year terms.

**Communication and Resources:**

The committee uses consensus decision-making (some committees will specify Roberts Rules here).

Resources are available at the following links: MyJeffco (Committees tab and College Reports tab); [www.jeffco.edu/ctl/](http://www.jeffco.edu/ctl/); and [www.hlcommission.org](http://www.hlcommission.org).

**Reporting:**

Reports to the Vice President of Instruction through the Division Chairs and Deans.

**Strategic Planning Aim:**

Strategic Aim 1: Student Learning & Support

# Council of Institutional Committee Chairs

## **Purpose:**

The purpose of the Council of Institutional Committee Chairs shall be to coordinate and communicate the efforts of the Institutional Committees in support of the College's Mission and Strategic Plan.

Advisory recommendations from the Council of Institutional Committee Chairs shall be forwarded to the President through the Vice Presidents and the Administrative Team.

## **Charge:**

The Council of Institutional Committee Chairs will:

- (a) Share and collaboratively support the ongoing work of the Institutional Committees;
- (b) Foster communication among the 10 Institutional Committees;
- (c) When necessary, define the boundaries of responsibility among the Institutional Committees;
- (d) Communicate College needs, initiatives, and plans to the Administrative Team;
- (e) Make recommendations to the Administrative Team in support of the Mission, the Strategic Plan, shared governance, and ongoing improvement;
- (f) Meet at least five times a year; twice during the fall semester, twice during the spring semester, and once during the summer session; and
- (g) Share information annually to the Board through the President.

## **Structure/Chairperson/Quorum:**

Voting members shall include the following:

- The Chair from each of the Institutional Committees
- College President
- Vice President of Instruction
- Vice President of Finance and Administration
- Vice President of Student Services

The Co-Chairpersons shall be the Vice President of Instruction and the Vice President of Finance and Administration. A quorum requires a majority. The membership will change as new Institutional Committee Chairs are elected.

## **Communication and Resources:**

The committee uses consensus decision-making (some committees will specify Roberts Rules here).

Resources are available at the following links: MyJeffco (Committees tab) and [www.jeffco.edu](http://www.jeffco.edu).

**Reporting:**

Reports to the President through the Vice Presidents and the Administrative Team.

**Strategic Planning Aim:**

Strategic Aim 1: Student Learning & Support;

Strategic Aim 2: Community Collaboration;

Strategic Aim 3: Support for Employees;

Strategic Aim 4: Environment and Infrastructure;

Strategic Aim 5: Financial Responsibility

## **Cultural Events and Outreach Committee**

**Purpose:**

The purpose of the Events and Community Outreach Committee shall be to collaborate with employees and community members, in support of enrichment, lifelong learning, and educational leadership.

Advisory recommendations from the Cultural Diversity Committee shall be forwarded to the Vice President of Instruction through the Division Chairs and Deans.

**Charge:**

The Events and Community Outreach Committee will:

- (a) Secure programs for the College which will bring a diversity of cultural and educational enrichment to the students and the community;
- (b) Plan and implement forums on pertinent issues for students and community members;
- (c) Continue to develop and maintain an ongoing network of college speakers, including topics of interest and professional development workshops for educators in the community;
- (d) Plan and implement annual commencement exercises and related activities; and
- (e) Establish an annual PACE subcommittee.

**Structure/Chairperson/Quorum:**

Voting members shall include the following:

- 2 Student Services representatives
- 1 Commencement Coordinator
- 3 Arts and Science Education faculty members or representatives
- 2 Career and Technical Education faculty members or representatives
- 1 Public Relations and Marketing representative
- 1 Library representative
- 1 Continuing Education representative



- 1 Arts and Science Education Division Chair or representative
- 1 Career and Technical Education Division Chair or representative
- Director of Athletics or representative
- Disability Support Services Coordinator
- 1 Community representative
- 2 Students

Ex officio members shall include the following:

- Vice President of Student Services
- Dean of Arts and Science Education
- Dean of Career and Technical Education
- 1 Buildings and Grounds representative
- 1 Human Resources representative

The Chairperson shall be elected by the committee. A quorum requires a majority of the members. Members and Chairs will serve renewable two-year terms.

### **Communication and Resources:**

The committee uses consensus decision-making (some committees will specify Roberts Rules here). Resources are available at the following: MyJeffco (Committees tab) and [www.jeffco.edu](http://www.jeffco.edu).

### **Reporting:**

Reports to the Vice President of Instruction through the Division Chairs and Deans.

### **Strategic Planning Aim:**

Strategic Aim 1: Student Learning & Support;  
 Strategic Aim 2: Community Collaboration

# Curriculum Committee

## **Purpose:**

The purpose of the Curriculum Committee shall be to ensure the integrity of the College curriculum and academic policies.

Advisory recommendations from the Curriculum Committee shall be forwarded to the Vice President of Instruction through the Chair of the Curriculum Committee.

## **Charge:**

The Curriculum Committee will:

- (a) Approve all new programs and course offerings;
- (b) Approve all changes to existing programs and course offerings;
- (c) Approve all new and revised academic policies and procedures; and
- (d) Recommend updates to Board Policy and Procedures and Administrative Policy and Procedures related to academic issues.

## **Structure/Chairperson/Quorum:**

Voting members shall include the following:

- 6 Arts and Science Education faculty members or representatives
- 6 Career and Technical Education faculty members or representatives

*Ex officio* members shall include the following:

- 1 Arts and Science Education Division Chair
- 1 Career and Technical Education Division Chair
- Senior Director of Enrollment Management/Registrar
- Coordinator of the Center for Teaching and Learning or representative
- 1 Library representative
- 1 Student

The Chairperson shall be elected by the Committee. A quorum requires a majority of the members. Members and Chairs will serve renewable two-year terms.

## **Communication and Resources:**

The committee uses consensus decision-making (some committees will specify Roberts Rules here). Resources are available at the following: MyJeffco (Committees tab) and [www.jeffco.edu](http://www.jeffco.edu).

## **Reporting:**

Reports to the Vice President of Instruction through the Chair of the Curriculum Committee.

## **Strategic Planning Aim:**

Strategic Aim 1: Student Learning & Support

# Employee Support Committee

## Purpose:

The purpose of the Employee Support Committee shall be to support a positive work environment and ongoing development of faculty and staff.

Advisory recommendations from the Employee Support Committee shall be forwarded to the Vice President of Finance and Administration through the constituent heads.

## Charge:

The Employee Support Committee will:

- (a) Facilitate a positive, productive, diverse, and cohesive work environment;
- (b) Make recommendations to Human Resources for wellness initiatives;
- (c) Facilitate the engagement of faculty and staff in co-curricular, cultural, and community events;
- (d) Make suggestions for faculty and staff training and mentoring; and
- (e) Propose and support initiatives that reward and recognize achievements and contributions of faculty and staff.

## Structure/Chairperson/Quorum:

Voting members shall include the following:

- 2 Arts and Science faculty members or representatives
- 2 Career and Technical Education faculty members or representatives
- 2 Certified Professional staff members
- 2 Classified Professional staff members
- 1 Director of Planning and Outreach or representative

*Ex officio* members shall include the following:

- 1 Director of Human Resources or representative
- 1 Division Chair
- Coordinator of the Center for Teaching and Learning or representative
- Vice President of Finance and Administration

The Chairperson shall be elected by the Committee. A quorum requires a majority of the members. Members and Chairs will serve renewable two-year terms.

## Communication and Resources:

The committee uses consensus decision-making (some committees will specify Roberts Rules here). Resources are available at the following links: MyJeffco (Committees tab) and [www.jeffco.edu](http://www.jeffco.edu).

## Reporting:

Reports to the Vice President of Finance and Administration through the appropriate constituent heads.

## Strategic Planning Aim:

Strategic Aim 3: Support for Employees

# Environment and Safety Committee

## **Purpose:**

The purpose of the Environment and Safety Committee shall be to promote a safe, healthy, and attractive campus environment.

Advisory recommendations from the Environment and Safety Committee shall be forwarded to the Vice President of Finance and Administration through the Division Chairs and Deans.

## **Charge:**

The Environment and Safety Committee will:

- (a) Review and revise the Emergency Preparedness Plan;
- (b) Make recommendations for Emergency Preparedness training;
- (c) Provide input for campus beautification; and
- (d) Promote environmentally friendly initiatives.

## **Structure/Chairperson/Quorum:**

Voting members shall include the following:

- 1 Arts and Science faculty member or representative
- 1 Career and Technical Education faculty member or representative
- 1 Student Services representative
- 1 Human Resources representative
- 1 Public Safety representative
- 1 Buildings and Grounds representative
- 1 Outreach site representative
- 1 Library representative
- 1 Business Office representative
- 1 Arts and Science Division Chair or representative
- 1 Career and Technical Education Division Chair or representative
- 1 Disability Support Services Coordinator
- 1 Public Relations and Marketing representative
- 1 Student

*Ex officio* members shall include the following:

- Vice President of Finance and Administration
- Vice President of Instruction
- Vice President of Student Services
- 1 Police Department

The Chairperson shall be elected by the committee. A quorum requires a majority of the members. Members and Chairs will serve renewable two-year terms.

## **Communication and Resources:**

The committee uses consensus decision-making (some committees will specify Roberts Rules here). Resources are available at the following: MyJeffco (Committees tab) and [www.jeffco.edu](http://www.jeffco.edu).

## **Reporting:**

Reports to the Vice President of Finance and Administration through the Division Chairs and Deans.

## **Strategic Planning Aim:**

Strategic Aim 1: Student Learning & Support;

Strategic Aim 2: Community Collaboration;

Strategic Aim 3: Support for Employees;

Strategic Aim 4: Environment and Infrastructure

# **Strategic Enrollment Management & Retention Committee**

## **Purpose:**

The purpose of the Strategic Enrollment Management and Retention Committee shall be to create an institution-wide, data-driven process designed to intentionally recruit students and retain them through the achievement of their goals.

Advisory recommendations from the Strategic Enrollment Management and Retention Committee shall be forwarded to the Vice President of Instruction through the Vice President of Student Services.

## **Charge:**

The Strategic Enrollment Management and Retention Committee will:

- (a) Continually gather and analyze data relevant to the Mission of the College;
- (b) Develop, implement, and assess a Strategic Enrollment Management Plan to:
  - (i) Lead initiatives to recruit and support the optimal number of students fostering a diverse campus community;
  - (ii) Facilitate friendly and effective processes for supporting students from first contact to completion of their goals;
  - (iii) Provide a supportive educational environment promoting student goal achievement.
- (c) Support the Mission, Vision, and Strategic Plan of Jefferson College;
- (d) Provide ongoing analysis of new program opportunities and existing program enrollments/opportunities;
- (e) Gather and analyze data to inform scheduling decisions;
- (f) Conduct environmental scanning and forecasting; and
- (g) Drive campus discussions in response to student, community, and workplace needs.

### **Structure/Chairperson/Quorum:**

Voting members shall include the following :

- Director of Enrollment & Retention
- Director of Athletics
- Senior Director of Enrollment Management/Registrar
- 2 Arts and Science Education faculty members or representatives
- 2 Career and Technical Education faculty members or representatives
- Director of Public Relations and Marketing
- 1 Financial Aid representative
- 1 Institutional Research representative
- 1 Online Learning & Educational Technology representative
- Director of Learning Services
- Director of Planning and Outreach
- Employment Specialist
- 1 Student

*Ex officio* members shall include the following:

- Vice President of Instruction
- Vice President of Student Services
- 1 Arts and Science Education Division Chair or representative
- 1 Career and Technical Education Division Chair or representative

The Chairperson shall be appointed by the Vice President of Instruction.

A quorum requires a majority of the members. Members and Chairs will serve renewable two-year terms.

### **Communication and Resources:**

The committee uses consensus decision-making (some committees will specify Roberts Rules here). Resources are available at the following: MyJeffco (Committees tab) and [www.jeffco.edu](http://www.jeffco.edu).

### **Reporting:**

Reports to the Vice President of Student Services.

### **Strategic Planning Aim:**

Strategic Aim 1: Student Learning & Support;

Strategic Aim 2: Community Collaboration

# Strategic Planning Committee

## **Purpose:**

The purpose of the Strategic Planning Committee shall be to ensure that Jefferson College maintains its Strategic Plan consistent with the Mission, Vision, and Values of the College.

Advisory recommendations from the Strategic Planning Committee shall be forwarded to the President through the Vice President of Finance and Administration, the Vice President of Instruction, and the Vice President of Student Services.

## **Charge:**

The Strategic Planning Committee will:

- (a) Annually review the Strategic Plan and make any necessary revisions to the mission, aims, and objectives;
- (b) Conduct periodic forums to solicit the ideas and opinions of faculty, staff, advisory groups, and the general public about the direction and future of the College;
- (c) Conduct, through the Research Council, an annual environmental scan to determine relevant internal and external conditions that may affect the plan;
- (d) Centralize the maintenance and monitoring of the Key Performance Indicators and metrics, including the College dashboard;
- (e) Make annual budget recommendations to the Administrative Team for capital projects priorities;
- (f) Make annual budget recommendations to the Administrative Team for departmental action plans and priorities.

## **Structure/Chairperson/Quorum:**

Voting members shall include the following:

- 2 Arts and Science Education faculty members
- 2 Career and Technical Education faculty members
- 1 Arts and Science Education Division Chair
- 1 Career and Technical Education Division Chair or Director
- 1 Institutional Research representative
- 1 Information Technology representative
- 1 Online Learning & Educational Technology representative
- 1 Director of Learning Services or representative
- 1 Library representative
- 1 Student Services representative
- 1 Business Office representative
- 1 Human Resources representative
- Director of Planning and Outreach
- Director of Buildings and Grounds
- 1 Student

*Ex officio* members shall include the following:

- Vice President of Finance and Administration
- Vice President of Instruction
- Dean of Arts and Science Education
- Dean of Career and Technical Education
- Vice President of Student Services

The Chairpersons shall be the Director of Planning and Outreach. Two additional co-chairs (one faculty member and one staff member) will serve with the Director of Planning and Outreach. A quorum requires a majority of the members. Members and Chairs will serve renewable two-year terms.

### **Communication and Resources:**

The committee uses consensus decision-making (some committees will specify Roberts Rules here). Resources are available at the following: MyJeffco (Committees tab) and [www.jeffco.edu](http://www.jeffco.edu)

### **Reporting:**

Reports to the Vice President of Finance and Administration, the Vice President of Instruction, and the Vice President of Student Services who will report to the President.

### **Strategic Planning Aim:**

Strategic Aim 1: Student Learning & Support;

Strategic Aim 2: Community Collaboration;

Strategic Aim 3: Support for Employees;

Strategic Aim 4: Environment and Infrastructure;

Strategic Aim 5: Financial Responsibility



# Student Learning and Support Committee

## **Purpose:**

The purpose of the Student Learning and Support Committee shall be to assure ongoing improvement of effective teaching and learning in support of retention, successful transfer, workforce development, global education, K-12 initiatives, and personal enrichment.

Advisory recommendations from the Student Learning and Support Committee shall be forwarded to the Vice President of Instruction through the appropriate Division Chairs and Deans.

## **Charge:**

The Student Learning and Support Committee will:

- (a) Provide leadership to support quality academic standards;
- (b) Provide leadership to address college readiness, remediation, and curriculum alignment challenges and issues;
- (c) Provide leadership to address the first semester experiences, the front door;
- (d) Make recommendations for ongoing improvement of teaching and learning;
- (e) Make recommendations for retention of students, placement of graduates, transfer to four year institutions, and improvement of graduation rates.
- (f) Provide leadership in K-12 initiatives to improve communication with educators in the region, including support of curriculum alignment and college readiness;
- (g) Promote and manage scholarly global experiences, such as hosting foreign scholars, coordinating Global Issues forums, and promoting study and travel abroad;
- (h) Continue to develop, assess, and promote the cultural diversity of the curriculum to support prosperity in a diverse world;
- (i) Manage the Global Studies program and support increased numbers of students attaining Global Education Certificates.

## **Structure/Chairperson/Quorum:**

Voting members shall include the following:

- 2 Arts & Science Education faculty members or representatives
- 2 Career & Technical Education faculty members or representatives
- 2 Student Services representatives
- Instructor of College Studies
- Director of Learning Services or representative
- Outreach Sites representative
- Employment Specialist
- Library representative
- Online Learning & Instructional Technology representative
- 1 Student

Ex officio members shall include the following:

- Career and Technical Education Division Chair or representative
- Arts and Science Education Division Chair or representative
- Vice President of Student Services

The Chairperson shall be elected by the Committee. A quorum requires a majority of the members. Members and Chairs will serve renewable two-year terms.

### **Communication and Resources:**

The committee uses consensus decision-making (some committees will specify Roberts Rules here). Resources are available at the following: MyJeffco (Committees tab) and [www.jeffco.edu](http://www.jeffco.edu).

### **Reporting:**

Reports to the Vice President of Instruction through the Division Chairs and Deans.

### **Strategic Planning Aim:**

Strategic Aim 1: Student Learning & Support

## **Standing Constituent Committees**

### **Purpose and Membership of Committees:**

#### a. Administrative Leadership

##### 1) Purpose

To advise the President on all matters of policy and procedure and to serve as the principal communication and coordination mechanism for the administration. The President shall preside over meetings of the Administrative Leadership.

##### 2) The Administrative Leadership shall report to the President.

Membership shall include:

- Dean of Arts & Science Education
- Dean of Career & Technical Education
- Vice President of Student Services
- Vice President of Instruction
- Vice President of Finance and Administration

#### b. President's Leadership Council

##### 1) Purpose

To be a venue to communicate, to consult, to learn, and to work together toward implementing solutions to support student success.

2) The President's Leadership Council shall report to the President.

Membership shall include:

- President
- Administrative Assistant to the President
- Vice President of Finance and Administration
- Vice President of Instruction
- Vice President of Student Services

Representatives from the following:

- Adjunct Faculty
- Admissions & Registration
- Arts & Sciences
- Building & Grounds
- Career & Technical Education
- Certified Staff
- Classified Staff
- Committee on Committees
- Faculty Senate Human Resources Information Technology
- Institutional Research
- JC Foundation JC Online Library
- Marketing and Public Relations
- Outreach Student Senate Student Services

c. Faculty Senate

1) Purpose

Through democratic means, the Faculty Senate shall identify faculty viewpoints and concerns, and it shall represent its members with a single voice to the College Administration and Board of Trustees on matters of institutional significance.

2) Membership

The membership of the Faculty Senate shall be composed of all full-time personnel who are classified as faculty in the existing policy of the institution. This committee shall report to the President through the administrative liaison appointed by the President.

To serve on the Executive Council of the Faculty Senate, a person must be a Senate member. A person serving in one Executive Council position shall not serve in another Council position concurrently. Officers and faculty representatives will be elected as follows:

- (a) President - elected at large by Senate as the Vice President/President Elect before succeeding to the presidency. The term of office for the Senate President shall be one year, renewable for a maximum of one additional year at the incumbent's option, subject to a confirmation vote of the Senate membership.

- (b) Vice President/President Elect - elected at large by Senate. The Vice President/President Elect shall succeed to the Senate Presidency after a term of one year, or after a term of two years if the Senate President during this period remains in office for a two-year term.
- (c) Secretary - elected at large by the Senate. The term for the Senate Secretary shall be one year, renewable each year at the incumbent's option, subject to a confirmation vote of the Senate membership.
- (d) Chair, Academic Affairs Committee - elected by Academic Affairs committee. The term for the Executive Council representative who is the chair of the Academic Affairs Committee shall be the term of his or her office on the Academic Affairs Committee.
- (e) Faculty association delegate - president of faculty association or his/her designee. The term shall be indefinite for the association delegate to the Council, who shall serve at the pleasure of the faculty association that he/she represents.
- (f) Three representatives from each academic division - elected by each division.
- (g) One representative from certified professional staff - elected by certified professional staff.
- (h) One representative from classified professional staff - elected by Classified professional staff. Executive Council representatives who are elected shall serve two-year staggered terms.

d. Certified Professional Staff

1) Purpose

Through democratic means, the Certified Professional Staff shall identify members' viewpoints and concerns and shall represent its members with a single voice to the College administration and Board of Trustees on matters of institutional significance. It should increase communication among the Certified Professional Staff, Faculty, and the Classified Staff.

2) Membership

This committee shall report to the College President through the administrative liaison appointed by the President or designee.

The Certified Professional group shall be composed of all full-time administrative professional staff as designated by the administration of the institution.

The Board of Directors shall consist of members serving in different capacities and selected as follows:

- (a) President elected at large by the membership as the Vice President/President Elect before succeeding to the Presidency;
- (b) Past President;
- (c) Vice President/President Elect elected at large by membership;
- (d) Secretary elected at large by the membership;
- (e) One Certified Professional Representative elected at large from the membership to serve as liaison to Faculty Senate;
- (f) One Certified Professional Representative elected at large from the membership to serve as liaison to Classified Staff.

Other Representatives:

- (g) Faculty Representative elected by the Faculty Senate;
- (h) Classified Staff Representative elected by the Classified Staff.

e. Classified Professional Staff

1) Purpose

To provide a democratic means of identifying and solving problems of concern to the Classified Professional Staff. To serve as a means of communication between the Classified Professional Staff and Administration, and Board of Trustees, including:

- (a) Provision for a forum where problems related to policy may be studied and discussed; and
- (b) Transmission of classified professional staff suggestions to the administration.

2) Membership

This committee shall report to the College President through the administrative liaison appointed by the President. Membership of this Classified Professional Group shall include full-time and part-time regular non-contractual staff so identified by the administration.

The Classified Executive Committee shall consist of members serving in different capacities and selected as follows:

- (a) President elected at large by the membership as the Vice President/President Elect before succeeding to the Presidency
- (b) Past President
- (c) Vice President/President Elect elected at large by the membership
- (d) Secretary elected by the Classified Executive Committee
- (e) Two Classified Professional Representatives elected by the Classified Executive Committee to serve as liaison to Faculty Senate

- (f) One Classified Professional Representative elected by the Classified Executive Committee to serve as liaison to Certified Staff
- (g) Two Classified Professional Representatives elected at large by the membership from each of the following areas:
  - Business Office, Human Resources, President's Office (2)
  - Student Services, Child Development Center (2)
  - Bookstore, Central Office Services, Computer Services (2)
  - Library, Learning Center, Continuing Education (2)
  - Jefferson College Arnold & Northwest, Career and Tech, A & S Office, Tech Center (2)
  - Custodial, Maintenance, Public Safety (2)

Other representatives:

- (h) Faculty Representative elected by the Faculty Senate Executive Council
- (i) Certified Staff Representative elected by the Certified Staff

## **Ad Hoc Committees**

Ad Hoc committees may be created at the discretion of the President and will report to a parent institutional committee; at least one person from the parent committee will serve on the ad hoc committees.

Boards convene as needed to provide due process; procedures are designated for Boards in specific policies and procedures pertaining to each Board.

*Refer to Board Procedure VI-005 and Administrative Procedure III-001.02*

# Conditions of Employment

## Standards for Lawful Employment

The Board of Trustees is committed to the recruitment of personnel who believe strongly in the philosophy and objectives of Jefferson College and who will give complete support to the total educational program. The policies of the Board of Trustees of the Community College District of Jefferson County, Missouri, as well as College administrative policies and procedures, shall be deemed incorporated in each contract of employment executed on behalf of the District and as a part of the terms and conditions of employment of those employees who do not have written contracts of employment. Violation of the policies and procedures may be a cause for disciplinary action including, but not limited to, termination of employment and of contracts of employment.

*Refer to Board Policy II-001.*

## Hiring Process

### Activation of Process

A Recruitment Request Form or New Position Request Form will be completed by the hiring manager and provided to the Director of Human Resources or designee.

The hiring manager should review existing job descriptions for accuracy and currency. Any proposed revisions should be sent to the Director of Human Resources or designee on a Request for Job Description Update or Classification Review form along with the Recruitment Request or New Position Request Form.

When a new position is being created, appropriate information must accompany the New Position Request Form to enable the Director of Human Resources to develop a job description and place the position on the Salary Schedule. New positions can only be created with administration approval and are presented for consideration by the Dean, Associate Vice President, or Vice President of the requesting area.

### Posting of Positions

All positions will be posted on campus upon receipt of the Recruitment Request Form or New Position Request Form.

### Recruitment Strategy

The Director of Human Resources will make a determination as to the method of advertisement with input from the hiring manager. The recruitment strategy will include furnishing notice of the opening to various community agencies and organizations to encourage application by qualified minorities.

## **Advertisement of Positions**

Advertisements will be written and placed by the Director of Human Resources.

## **Screening Process**

The Human Resources Office will receive, and log in all applications received in response to openings. Inquiries regarding positions will be handled through the Human Resources Office. A file will be established for each candidate, and these will be made available to hiring managers and search committee members in the Human Resources Office. Files will not leave the office at any time

When filling full-time faculty and certified positions, the hiring manager will activate a search committee with input from the Director of Human Resources. A search committee is not required for classified professional staff or temporary positions, but the hiring manager may activate a committee if he or she chooses to do so. The committee will be chaired by the search committee chairperson and the committee/hiring manager will be trained by the Director of Human Resources. Training will include Information regarding equal opportunity employment guidelines and efforts specifically needed in a particular area of the College or job group. The committee/hiring manager will develop a list of questions to be asked of each candidate. The candidates will be evaluated based on their qualifications and the field narrowed to the number determined appropriate to interview, dependent on the position. The College may identify certain problem areas and target those areas for concerted efforts to hire based on diversity initiatives. Hiring decisions which do not further these compliance efforts may be brought to the Administrative Team for review.

Interviews will be set up and conducted by the Office of Human Resources. Candidates must complete a Jefferson College applications prior to the interview. The committee or hiring manager can elect to call references or request that references be checked by Human Resources. Candidates will be evaluated based on the references, interviews, and established job-related criteria to develop a recommendation.

## **Offer of Employment**

Salary determinations will be made by the Director of Human Resources to maintain equity and consistency among positions. These determinations will be based upon the Salary Schedule. All Certified Professional and Classified Professional Staff new hires will be at Step 1 of the Grade of the position. An advanced rate of pay equivalent to approximately a 1% wage increase per year of relevant experience above the minimum requirements for a position may be approved by the President upon recommendation of the Director of Human Resources in exceptional circumstances based upon exemplary qualifications of a candidate and/or the lack of qualified candidates willing to accept the position at the minimum of the salary range. The advanced rate will not exceed a Step 5A of the salary range.

In the case of faculty appointments, determination of salary will be made by the Director of Human Resources in cooperation with the Vice President of Instruction



and appropriate Dean based on the procedure “Initial Placement on Schedule” outlined in the Faculty and Staff Handbook.

The Director of Human Resources, in conjunction with appropriate administrators, shall determine whether the applicant recommended by the committee or hiring manager shall be extended an offer for employment. If the committee/hiring manager’s choice is not advanced, the Director of Human Resources shall explain the rationale to the committee. However, information that could be damaging to an applicant or his/her family will not be shared.

The offer of employment for all positions will come from the Director of Human Resources. Any offer of employment is contingent upon the satisfactory outcome of a criminal background check.

The Office of Human Resources will notify unsuccessful candidates with appropriate letters.

### **Recommendation to the Board**

The President shall recommend to the Board for approval certified professional staff and faculty members who:

- will contribute in every way possible to support the mission of the College;
- are regarded as possessing personal and professional qualities that will bring credit to themselves and to Jefferson College; and,
- are fully qualified to perform the essential functions of the job.

*Refer to Board Procedure II-001.*

### **Nepotism**

In all matters of employment, it shall be the policy of the College to abide by the provisions of the Constitution of Missouri and all applicable laws and regulations. This policy shall not preclude the continued service or promotion of individuals presently employed.

*Refer to Board Policy II-002.*

### **Criminal Background Checks**

The College will conduct a criminal background check on all new employees before they are employed. In general, a person shall be excluded from employment or terminated if, in the discretion of the Director of Human Resources or designee, the background check reveals that the person’s presence on campus poses a risk to persons or property. The Director of Human Resources, or designee, is directed to exclude any person from employment, or to take action to terminate employment, whose criminal background check reveals that they have exhibited behavior that is violent or harmful to others.

Applicants for employment are obligated to truthfully and fully disclose on the employment application whether they have been charged, convicted, plead guilty

to or otherwise found guilty of any misdemeanor or felony (excluding minor traffic offenses other than DWI), regardless of imposition of sentence. A prospective employee who does not self-disclose such history on the application shall be excluded from employment or terminated. A prospective employee who discloses such history on the application shall be considered for employment and given a chance to explain the circumstances of the past conduct.

The College reserves the right to require any person to submit to additional criminal background checks at the College's expense or to rerun background checks at any time.

As a condition of continuing to work within the College, all employees must notify the College if they are charged, convicted, plead guilty or are otherwise found guilty of any misdemeanor (excluding minor traffic offenses) or felony (including DWI) regardless of the imposition of sentence. This notification must be made as soon as possible. Self-disclosure shall be a factor in the employee's favor in determining whether the employee shall continue to be employed.

Information received by the College pursuant to a criminal background check is confidential. The College will only use this information for the College's internal purposes in determining the suitability of an applicant or employee. The College will keep this information in the Office of Human Resources in a location that is only accessible to persons who need to know the information to carry out their responsibilities with the College. Any person submitting to a criminal background check may receive a copy of the background check information received by the College.

*Refer to Board Procedure II-001.1.*

# Personnel Policies

## Jefferson College Agreement for Success

At Jefferson College, we believe that all employees contribute in the mission of providing quality education for our students. It is through our cooperative efforts that students are best served. The purpose of this agreement for success is to describe the mutual responsibilities we share in working toward the fulfillment of our mission.

As an Administrator/Supervisor of Jefferson College:

- I will treat all employees, at every level, with courtesy and respect and expect the same.
- I will have high expectations for those who report to me.
- I will encourage each faculty member I supervise to grow professionally by participating in professional organizations and shared governance within the parameters of our current approved expense budgets.
- I will work with faculty to establish mutually acceptable meeting times and deadlines.
- I will strive to understand the needs of faculty and to find creative ways to support them in accomplishing their duties.
- I will describe the expectations in my department and provide those who report to me with feedback on the accomplishments of their achievements.
- I will be open to faculty comments and discuss options and goals that faculty believe are important.
- I will respect differences among members of the campus community and encourage everyone to learn from these differences.
- I will be honest and maintain the highest level of integrity.

As a Faculty Member of Jefferson College:

- I will treat all employees, at every level, with courtesy and respect and expect the same.
- I will be responsible for my career goals. While others may help me, my career success will depend primarily upon what I do to become successful.
- I will work hard to succeed and to fulfill all job duties.
- I will work with administrators and supervisors to establish mutually acceptable meeting times and deadlines and will be attentive and participate in all scheduled meetings.
- I will work with administrators and supervisors to set positive, specific, and measurable goals, and work hard to achieve them.
- I will be an engaged employee. I will ask questions and seek guidance as often as needed.
- I will respect differences among members of the campus community and encourage everyone to learn from these differences.
- I will be honest and maintain the highest level of integrity.

# Employee Conduct

The College strives to hire and retain employees who are committed to serving the needs of the College and its community. Standards for employee conduct are necessary for the efficient and effective operation of the College, for ensuring a professional image for the College, and for the benefit and safety of all employees. Failure to meet these standards may be grounds for discipline.

## Expected Conduct

All employees are expected to conduct themselves in a manner conducive to the efficient, effective, professional operation of the College. Such conduct includes:

- Reporting to work punctually as scheduled and being at the proper work station ready for work at the assigned starting time.
- Notifying the supervisor in advance of absence from work on inability to report on time.
- Complying with all college safety regulations.
- Complying with the non-smoking policy.
- Maintaining a hazard-free, safe work area.
- Treating all students, visitors and employees in a reasonable, courteous manner.
- Wearing of protective clothing or devices for safety purposes.

## Prohibited Conduct

The following conduct is prohibited and will subject the individual involved to disciplinary action, including termination:

- Reporting to work under the influence of alcoholic beverages and/or controlled substances or selling, dispensing or unlawfully possessing alcoholic beverages and/or controlled substances on college premises or at college-sanctioned events.
- Possession of firearms or other weapons on college property or at college-sanctioned events. Law enforcement officers authorized to carry firearms are exempted from this provision.
- Threats, assault, and/or battery of a fellow employee, student or visitor.
- Theft, destruction, defacement or misuse of college property or of another employee's property.
- Falsifying or altering any college record or report. This does not prohibit the legitimate alteration of records or reports by authorized personnel.
- Failure to wear assigned safety equipment or failure to abide by safety rules and policies.
- Engaging in any form of sexual harassment.
- Failure to improve unsatisfactory evaluations.
- Excessive absences or tardiness.
- Failure to perform assigned duties.
- Violation of federal or state laws, the policies of the Board of Trustees, or conviction of a felony or crime involving moral turpitude. For the purposes of this procedure, a crime involving moral turpitude is one which is seen as contrary to justice, honesty, modesty or good morals, or involving baseness, vileness, or depravity.

- Insubordination, which is defined as the refusal or failure to obey a lawful directive of a supervisor or superior.
- Discrimination on the basis of age, ancestry, color, creed, disability, genetic information, marital status, national origin, race, religion, sex, sexual orientation, or veteran status.
- Violation of the College's Electronic Use Policy.

*Refer to Board Procedure II-001.2.*

## **Tobacco-Free/Smoke-Free Policy**

The use of all tobacco and smoke-related products is prohibited on all properties owned or leased by Jefferson College, including buildings, facilities, and student housing, as well as outdoor areas such as sidewalks, parking lots, athletic fields, and common areas. The goal of the policy is to promote a healthy environment for all who utilize the College and its facilities.

### Definitions

1. The terms "tobacco and smoke-related products" include cigarettes, cigars, pipe tobacco, smokeless/chewing tobacco, electronic cigarettes, herbal smoke products, hookahs, beedies, and any other smoke-related substances or products the College chooses to prohibit.
2. The policy applies to all faculty, staff, other employees, students, contractors, performers, and visitors.
3. Inside an individual's personal vehicle: Sitting inside a vehicle with doors and windows closed (Smoking will not be allowed on motorcycles and non-motorized vehicles such as bicycles).

### Enforcement

Effective September 20, 2013, Campus Police officers will ask for identification and issue a \$25.00 dollar fine to any student, faculty or staff member observed violating the policy.

### Smoking Cessation Programs

As an extension of this policy, and as recommended by the Jefferson College Employee Support Committee, the College offers smoking cessation programs to employees and students who wish to quit the use of tobacco-related products.

*Refer to Board Policy IX-010.*

## **Electronic Use**

Jefferson College encourages the use of electronic services for effective communication, and as an effective resource for staff and students. All personnel should remember that electronic services are assets provided through taxes and other funding. The College is the custodian of that property and must ensure use of electronic resources serves to facilitate and support the College's educational goals.

## **Electronic Communications**

This policy cannot cover every possible situation. Rather, it expresses the College's philosophy and sets forth general principles that personnel should apply when using electronic services. This category includes, but is not limited to, the following College-owned or College-accessed electronic resources: computers, the network - both wired and wireless, electronic mail, electronic records, telephones, cell phones, voice mail, pagers, fax machines, printers, document scanners, copiers, hand held devices, internet resources, and wire services. This policy also covers applicable copyright laws and software license agreements.

## **No Expectation of Privacy**

It should be emphasized that College personnel should have no expectation of privacy when using or communicating through the College's electronic services. The College reserves the right at any time and without prior notice to monitor and review employee use of College computers, networks, technology, e-mail service, internet access, and other electronic resources, to ensure that such use is made in accordance with this policy. Additionally, as required by federal law, the College does monitor general use with electronic filtering devices. In cases where inappropriate use is suspected, the College will, and does, monitor and review employee use of the College's computers, networks, technology, e-mail service, internet access, and other electronic resources to ensure that such use is made in accordance with this policy. Such monitoring may include a review of any College computer, computer hard drive, and/or any file located or stored on a College computer, computer hard drive, or system; a review of information accessed, viewed, transmitted, or stored on the system; and a review of any and all internet sites, web sites, and areas of the internet which have been visited or accessed by a College computer or from the College system. Accordingly, e-mail and e-mail files, like all data stored or transmitted on College computers, are subject to review by College personnel at any time. Thus employees have no right to privacy with regard to any such data.

## **Prohibited Conduct**

The following provisions apply to employee use of electronic services:

Vandalism of the network is defined as any malicious attempt to alter, harm, or destroy equipment or data of another user, the College information service or the other networks that are connected to the internet. This includes, but is not limited to the uploading or the creation of computer viruses, the alteration of data, or the unauthorized access to or theft of restricted information. Any vandalism of the

College computer equipment or electronic resources will result in the immediate loss of computer service, disciplinary action and, if appropriate, referral to law enforcement officials.

One fundamental need for acceptable employee use of the College's electronic resources is respect for, and protection of, password/account code security, as well as restricted database files, and information banks. Personal passwords/account codes may be created to protect employees utilizing electronic resources to complete work or to conduct research. These passwords/account codes shall not be shared with others; nor shall employees use another person's password except in the authorized maintenance and monitoring of the network. The maintenance of strict control of passwords/account codes protects employees from wrongful accusation of misuse of electronic resources or violation of the district policy, state or federal law. Employees will be held accountable for the consequences of intentional or negligent disclosure of this information.

The account codes/passwords provided to each user are intended for the exclusive use of that person. Any problems which arise from the users sharing his/her account code/password, are the responsibility of the account holder. Any misuse may result in the suspension or revocation of account privileges, as well as other discipline up to and including termination. The use of an account by someone other than the registered holder will be grounds for loss of access privileges to the information system, as well as other discipline up to and including termination.

#### Objectionable or Harmful Material Prohibited

To the maximum extent permitted by law, employees are prohibited from obtaining, downloading, viewing or otherwise gaining access to materials which may be deemed unlawful, harmful, abusive, obscene, pornographic, descriptive of destructive devices, or otherwise objectionable or prohibited under applicable legal definitions. An exception to this prohibition exists for a College employee engaging in or assisting in faculty research on a topic related to his/her discipline.

#### "Hacking" and Vandalism of the Network or Technology System Prohibited

Employees who engage in investigatory activities commonly described as "hacking" are subject to loss of privileges and to discipline. Hacking may be described as the unauthorized review, duplication, dissemination, removal, damage, or alteration of files, passwords, computer systems, or programs, or other property of the College, a business, or any other governmental agency obtained through unauthorized means, such as gaining access into restricted information on systems or network files in violation of password/account code restrictions.

#### Security/Safeguarding Accounts and Passwords

The College recognizes that security on its electronic network is an extremely high priority. Security poses challenges for collective and individual users. Any intrusion into secure areas by those not permitted such privileges creates a risk for all users of the information system.

### Advertising or Soliciting Prohibited

Employees are prohibited from advertising or soliciting on the College's computer equipment and electronic resources. This includes commercial advertisement for products or services (such as Amway, Avon or Tupperware) as well as fundraising, non-profit, or charitable solicitation. Any exceptions must be approved in advance by the appropriate Vice President. Non-work related messages clutter the e-mail system, absorb system resources, and are unwelcome to many recipients. Employees are similarly prohibited from sending e-mail on such topics to the district e-mail system from home or other outside computers.

### Inappropriate and/or Frequent Personal Use

Because the College is a public governmental body, employee computer use may be subject to Missouri's Sunshine Law, meaning that employees may be required to turn over their personal e-mail and other computer records to the public on request. As a result, this policy allows occasional, incidental personal use of the College's electronic services but sets restrictions on such use.

College resources are to be used primarily for work-related purposes and any personal use must be on the user's own time. Incidental, personal use must not violate any of the rules contained in this policy or any other College's employment policy, and must not damage the College's hardware, software or network systems. All extenuating circumstances should be approved by the employee's supervisor and authorized by the Technology Department.

### Examples of Inappropriate Behavior

Behaviors which violate this policy, and will result in loss of access and/or discipline shall include, but are not limited to, any of the following: damage to or theft of system hardware or software; alteration of system software; placement of unlawful information, computer viruses or harmful programs on or through the computer system; gaining access to restricted information on system or network files in violation of password/account code restrictions; any violation of students' rights to privacy; violation of other users' right to privacy; using another person's name to send or receive messages on the network; sending or receiving personal messages including jokes, etc. on College time; transmitting information seeking employment outside of the College; and use of the network for personal gain, gambling, cyber-bullying, personal instant messaging, commercial purposes, or to engage in political activity. Commercial or non-work-related chain letters, "chat rooms" are prohibited, with the exception of those bulletin boards or "chat" groups that are for specific work related communication. Downloading and installing non-College approved applications, shareware, freeware and games is prohibited as this consumes College resources and often results in costly side effects. It is also prohibited to post or participate in online forums, blogs, and/or social networking sites when such posting or participation will result in a violation of Missouri or federal laws, contains obscene, threatening, or libelous material, or violates another person's right to privacy. Other examples of inappropriate behavior are addressed below.



### Violation of Copyrights and Software Licenses

Absent an agreement between the College and an employee, an employee may not claim personal copyright over files, data or materials, developed in the scope of their employment. This procedure prohibits illegal publication or copying of copyrighted material, or other use of copyrighted materials without the permission of the copyright holder. This policy also prohibits illegal copying of software or other use of software. The connections represented by internet access and electronic resources allow users to access a wide variety of media. Even though it is possible to download most of these materials, employees shall not create or maintain archived copies of these materials unless the source indicates that the materials are in the public domain. Employees will be held personally liable for any of their own actions that violate copyright laws or software agreements.

### Other Disciplinary Rules and Employment Policies Apply

As noted above, the use of the district computer technology and electronic resources is a privilege, not a right. The proper exercise of this privilege requires employees to maintain high levels of personal responsibility. All existing employment policies and rules of employee conduct found in the College's policies, employee handbooks, and similar documents apply with equal force to employees in their use of the College's computer technology and other electronic resources, including their use of the e-mail system and internet access.

### **Non-exempt Employee Electronic Communications**

As with other types of unauthorized work, all time spent by nonexempt employees utilizing electronic communications for work purposes will be considered hours worked, is compensable and count toward overtime eligibility as required by law. Therefore, in order to avoid incurring unnecessary expenses, electronic communications should not be used outside of regularly scheduled work hours unless required by management. This includes all types of work-related communication.

### **Consequences for Violation of Policy**

It is also the responsibility of College personnel to follow all College policies and procedures as well as state and federal statutes and laws. The consequences for violating the district's EUP include, but are not limited to, one or more of the following:

- Suspension of computer access
- Revocation of computer access
- Employee disciplinary action up to and including dismissal
- Referral to law enforcement agency
- Excessive personal use can interfere with performance of job duties and is a waste or misuse of College resources. Employees who abuse the privilege of College facilitated access to electronic services are subject to corrective action and risk having the privilege removed for themselves and possibly other employees.

*Refer to Board Procedure II-001.3.*

## **Official E-mail Communication**

Upon being hired, the Office of Human Resources will initiate the establishment of a college email address and services for employees. To insure effective and timely communications of important information from the College, all employees must check the college-provided email regularly.

*Refer to Administrative Procedure II-006.*

## **Progressive Disciplinary Action**

The College adheres to the principle of progressive discipline with respect to its employees. This means that degrees of discipline are generally progressive and are used to ensure that the employee has the opportunity to correct his or her performance. There is no set standard of how many oral warnings must be given prior to a written warning or how many written warnings must precede suspension or how many suspensions must precede termination. Factors to be considered are:

- how many different offenses are involved
- the seriousness of the offense
- the time interval and employee response to prior disciplinary action(s)
- previous work history of the employee

### **In General**

Several oral warnings should, at the next infraction, be followed by a written warning, followed by suspension, followed at the next infraction by discharge. This is especially true in those cases where the time interval between offenses is short and the employee demonstrates a poor desire to improve his/her performance. Supervisors should document all oral and written warnings to demonstrate that an opportunity for correction of the behavior was accorded to the employee.

### **Exception**

For serious offenses, such as fighting, theft, insubordination, threats of violence, the sale or possession of drugs, or abuse of alcohol on College property, termination may be the first and only disciplinary step taken. Insubordination is defined as the refusal or failure to obey a lawful directive of a supervisor or superior. Any step or steps of the disciplinary process may be skipped at the discretion of the College officials after investigation and analysis of the total situation, past practice, and circumstances.

When questions arise as to how to discipline an employee, supervisors are encouraged to consult with the Director of Human Resources. Where there is a discharge recommendation, the Director of Human Resources shall provide leadership for the process in order to assure that discipline is imposed and due process procedures followed in accordance with personnel policies.

In the interests of both the employee and the College, any investigation of potential disciplinary situations should be concluded expeditiously.

*Refer to Board Procedure II-001.4.*

## **Confidentiality of Personnel Files**

It shall be the policy of the Board of Trustees that only one official personnel file shall be maintained on an employee and that file shall be located in the Human Resources Office. Further, access to personnel files shall be limited to the employee and his/her supervisors or administrators.

*Refer to Board Policy II-018.*

## **Illegal Discrimination and Harassment Complaints (Including Sexual Harassment)**

### **Discrimination Prohibited**

Jefferson College is committed to maintaining a workplace and educational environment that is free from illegal discrimination or harassment in admission or access to, or treatment or employment in, its programs, activities and facilities. Discrimination or harassment against employees, students or others on the basis of age, ancestry, color, creed, disability, genetic information, marital status, national origin, race, religion, sex, sexual orientation, or veteran status or any other characteristic protected by law is strictly prohibited. The College also prohibits:

- Retaliatory actions based on making complaints of prohibited discrimination or harassment or based on participation in an investigation, formal proceeding or informal resolution concerning prohibited discrimination or harassment.
- Aiding, abetting, inciting, compelling or coercing discrimination or harassment.
- Discrimination or harassment against any person because of such person's association with a person protected from discrimination or harassment due to one (1) or more of the above-stated characteristics.

All employees, students and visitors must immediately report to the district for investigation any incident or behavior that could constitute illegal discrimination or harassment.

### **Investigation and Resolution of Complaints**

#### Definitions

Complaint – a verbal or written report of discrimination or harassment made to the compliance officer.

Discrimination – conferring, refusing or denying benefits or providing differential treatment to a person or class of persons in violation of law based age, ancestry, color, creed, disability, genetic information, marital status, national origin, race, religion, sex, sexual orientation, or veteran status or any other characteristic protected by law.

Harassment – a form of discrimination, as defined above, that occurs when the school or work environment becomes permeated with intimidation, ridicule or insult that is sufficiently severe or pervasive enough that it unreasonably alters the employment or educational environment. Behaviors that could constitute illegal harassment include,

but are not limited to, the following acts if based on age, ancestry, color, creed, disability, genetic information, marital status, national origin, race, religion, sex, sexual orientation, or veteran status or any other characteristic protected by law; graffiti; display of written material or pictures; name calling; slurs; jokes; gestures; threatening, intimidating or hostile acts; thefts; or damage to property.

Sexual harassment – A form of discrimination, as defined above, on the basis of sex. Sexual harassment is unwelcome conduct that occurs when a) benefits or decisions are implicitly or explicitly conditioned upon submission to, or punishment is applied for refusing to comply with, unwelcome sexual advances, requests for sexual favors or conduct of a sexual nature; or b) the school or work environment permeated with intimidation, ridicule or insult that is based on sex or is sexual in nature and that is sufficiently severe or pervasive enough to alter the conditions of participation in the College’s programs and activities or the conditions of employment. Sexual harassment may occur between members of the same or opposite sex.

Behaviors that could constitute sexual harassment include, but are not limited to:

- Sexual advances and requests or pressure of any kind for sexual favors, activities or contact.
- Conditioning grades, promotions, rewards or privileges on submission to sexual favors, activities or contact.
- Punishing or reprimanding persons who refuse to comply with sexual requests, activities or contact.
- Graffiti, name calling, slurs, jokes, gestures or communications of a sexual nature or based on sex.
- Physical contact or touching of a sexual nature, including touching of intimate parts and sexually motivated or inappropriate patting, pinching or rubbing.

### **Compliance Officers**

The Board of Trustees designates the following individuals to act as the College’s compliance officers:

For Employees:

Director of Human Resources  
Jefferson College  
1000 Viking Drive  
Hillsboro, MO 63050  
636-481-3157

For Students:

Vice President of Student Services  
Jefferson College  
1000 Viking Drive  
Hillsboro, MO 63050  
636-481-3200

The compliance officer will:

- Coordinate compliance with this policy and the law.
- Receive all complaints regarding discrimination and harassment at the College.
- Serve as College's contact person for compliance with discrimination laws.
- Investigate or assign persons to investigate complaints; monitor the status of complaints; and recommend consequences.
- Seek legal advice when necessary to enforce this policy.
- Report to the College President and the Board of Trustees aggregate information regarding the number and frequency of complaints and compliance with this policy.
- Make recommendations regarding the implementation of this policy.
- Coordinate and institute training programs for district staff and supervisors as necessary to meet the goals of this policy, including instruction in recognizing behavior that constitutes discrimination and harassment.
- Perform other duties as assigned by the College President.

### **Complaint Process**

Except as stated below, employees who believe that they have been victims of illegal discrimination or harassment may file a formal complaint with the Director of Human Resources. Students may file a formal complaint with the Vice President of Student Services. All complaints will be promptly investigated.

Employee complaints of disability discrimination should be filed and handled pursuant to Board Procedure II-003.2. Student complaints of disability discrimination should be filed and processed pursuant to Procedure VII-010.

### **Procedure for Investigation of Complaints**

The compliance officer or his/her designee will promptly investigate all complaints. All persons are required to cooperate fully in the investigation. The compliance officer or other designated investigator may utilize an attorney or other professionals to conduct the investigation.

In determining whether alleged conduct constitutes discrimination or harassment, the College will consider the surrounding circumstances, the nature of the behavior, the relationships between the parties involved, past incidents, the context in which the alleged incidents occurred and all other relevant information. Whether a particular action or incident constitutes a violation of this policy requires a determination based on all the facts and surrounding circumstances. If, after investigation, school officials determine that it is more likely than not that discrimination, harassment or other prohibited behavior has occurred, the College will take immediate corrective action.

The following procedure will be used as a guideline for investigating complaints:

- Interview complainant regarding the nature and specifics of the incident(s);
- Interview the person accused; and
- Interview other possible witnesses, if appropriate.

## **Consequences**

Following the investigation, the compliance officer shall confer with the College President and shall make a recommendation regarding the complaint. The College President shall decide on the appropriate discipline, if any. Appropriate due process procedures will be followed.

Employees who violate this policy will be disciplined, up to and including employment termination. Students who violate this policy will be disciplined, which may include suspension or expulsion. Patrons, contractors, visitors or others who violate this policy may be prohibited from College grounds or otherwise restricted while on College grounds.

## **Confidentiality and Records**

To the extent permitted by law, the College will keep confidential the identity of the person filing a complaint and any complaint or other document that is generated or received pertaining to complaints. Information may be disclosed if necessary to further the investigation, or resolution of a complaint, or if necessary to carry out disciplinary measures. The College will disclose information to the College's attorney, law enforcement, and others when necessary to enforce this policy or when required by law. In implementing this policy, the College will comply with state and federal laws regarding the confidentiality of student and employee records. Information regarding any resulting employee or student disciplinary action will be maintained and released in the same manner as any other disciplinary record.

*Refer to Board Procedure II-001.5.*

## **Personal Appearance**

As a representative of the College, employees are expected to dress with dignity and professionalism and in a manner that is not offensive, suggestive, distracting or insulting to others. All employees are expected to wear appropriate dress for work. Clothing and appearance should be neat, clean, in good taste and suitable for the particular work assignment. Personal hygiene is essential. Therefore, it is necessary that all employees maintain a clean, presentable appearance. Personal hygiene includes a regular bath/shower, use of deodorant, and appropriate oral hygiene. Supervisors are responsible for enforcement of this staff expectation.

*Refer to Board Procedure II-001.6.*

## **Return of Property**

Employees are responsible for items issued to them by the College or in their possession or control, such as the following:

- Tools
- Equipment
- Keys
- Manuals
- Pagers
- Vehicles
- Cell phones and other electronic equipment

All College property must be returned by employees on or before their last day of work. The College may withhold the employee's check or final paycheck until all such items are returned or deduct from such pay the cost of any items that are not returned in proper condition. The College may also take all action deemed appropriate to recover or protect its property.

*Refer to Board Procedure II-001.7.*

## **Drug-Free Workplace**

Jefferson College intends to provide a drug free, healthful, safe, and secure work environment. Thus, no employee will report to work while under the influence of alcohol or any unlawful controlled substance.

Therefore, the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in and on Jefferson College owned and controlled property, or while conducting College business, is prohibited except as provided in Board Policy and Procedure II-027. Violation of this policy will result in disciplinary action up to and including suspension or termination of employment, or participation in evaluation/treatment for a substance use disorder. Instances of violations could result in the involvement of civil law enforcement authorities. The statutes of the State of Missouri and federal or local municipal and county governments shall take precedence over any actions taken by Jefferson College.

Jefferson College recognizes drug dependency to be an illness and a major health problem. The institution also distinguishes drug abuse as a potential health, safety, and security problem. Employees needing assistance in dealing with such problems are encouraged to utilize the employee assistance program or other appropriate counseling services. Conscientious efforts to seek such help will not jeopardize employment. Employees must, as a condition of continued employment, abide by the terms of this policy, and report any conviction under a criminal drug statute for violations occurring in or on properties controlled or owned by Jefferson College or while conducting College business. A report of such conviction must be made within five (5) days after said conviction. The College must notify any federal contracting agency within ten (10) days of having received notice that an employee engaging in the performance of such federally sponsored grant or contract has any

drug statute conviction or violation occurring in the work place. The College will impose a sanction on, or require the satisfactory participation in, a drug/alcohol abuse assistance or rehabilitation program by any employee who is so convicted.

Employees may be asked to take a test if there is reasonable suspicion to believe that an employee is under the influence of an illegal drug and/or alcohol. The following circumstances could cause reasonable suspicion:

- Observed drug or alcohol use.
- Apparent physical state of impairment.
- Incoherent mental state.
- Marked change in personal behavior that is otherwise unexplainable.
- Deteriorating work performance that is not attributable to other factors.
- An accident where there is reasonable suspicion that drugs or alcohol may be a factor.
- Any circumstances which cause a reasonable suspicion that an employee is under the influence of illegal drugs and/or alcohol.

Supervisors who observe conduct which leads them to believe an employee may be under the influence are required to immediately report such conduct to the Director of Human Resources and to document what they have observed. The Director of Human Resources or designee shall decide whether to ask the employee to be tested.

The test will determine the presence of drugs, narcotics, or alcohol, unless such tests are prohibited by law. Employees that agree to take the test must sign a consent form authorizing the test and the College's use of the test results for purposes of administering its discipline policy. It is a violation of this policy to refuse consent for these purposes or to test positive for alcohol or illegal drugs.

The College shall use an independent laboratory to do the testing. Where a "positive" result occurs, the employee shall be given the opportunity to explain or challenge the results.

Tests that are paid by the College are the property of the College, and the examination records will be treated as confidential and held in separate medical files. Policy violations will result in discipline and may result in termination.

*Refer to Board Policy and Procedure II-023.*

## **ADA Employee Grievance Procedure**

In keeping with Jefferson College's Equal Employment Opportunity policy, the College adopts the following grievance procedure providing for prompt and equitable resolution of complaints by an employee alleging any discriminatory action prohibited by the Americans with Disabilities Act, as amended by the ADA Amendments Act ("ADA"), the Rehabilitation Act of 1973, or state law.



Prior to an employee filing a complaint under this procedure, the employee should try to resolve the problem by first discussing his/her needs with his/her direct supervisor. However, this is not a pre-requisite to the filing of a complaint under this grievance procedure.

### **Grievance Procedure**

The ADA Compliance Coordinator for employees shall oversee the College's response to the requirements under the Americans with Disabilities Act and the Rehabilitation Act of 1973 with respect to employment. He/she will receive all formal complaints brought by employees of the College and applicants for employment. Complaints shall be addressed to the Director of Human Resources, Jefferson College, 1000 Viking Drive, Hillsboro, Missouri 63050, (636) 481-3157. The Director of Human Resources has been designated as the College's ADA Compliance Coordinator for employees.

A Complaint must be filed in writing containing the name and address of the person filing it and briefly describing the alleged violation of the regulations. A complaint must be filed within thirty (30) calendar days after the complainant becomes aware of the alleged violation.

The investigation will afford all interested persons and their representatives, if any, an opportunity to submit evidence relevant to a complaint.

A written determination as to the validity of the complaint and a description of the resolution, if any, will be issued by the ADA Compliance Coordinator and a copy forwarded to the complainant no later than fifteen (15) working days after the date the complaint is filed.

If the complainant is dissatisfied with the decision of the ADA Compliance Coordinator regarding the original complaint, he/she can request that the complaint be considered by the College President. This request for consideration must be submitted in writing to the College President within ten (10) working days of the decision of the Coordinator. Within fifteen (15) working days of the receipt of the request for consideration, the President will notify the complainant in writing of his/her decision concerning this request. The decision of the President shall be final.

Use of this procedure is not a prerequisite of other remedies. The right of a person to a prompt and equitable resolution of the complaint filed hereunder will not be impaired by the person's pursuit of other remedies such as the filing of an ADA complaint with the responsible governmental agency or an employee filing a formal grievance through any other applicable Board-approved grievance procedure.

These rules are intended to protect the substantive rights of interested persons to meet appropriate due process standards and to ensure that Jefferson College complies with the Americans with Disabilities Act and the Rehabilitation Act of 1973.

The ADA Compliance Coordinator will maintain the files and records of Jefferson College relating to the complaints filed related to employment.

*Refer to Board Procedure II-003.2.*

## **Grievances**

The Board of Trustees has approved a formal process for addressing work-related issues and concerns of employees that will: a) ensure that employees receive fair and equitable treatment; b) provide employees with an easily accessible procedure for expressing dissatisfaction; and c) foster sound employee/supervisor relations through communication and ultimate reconciliation of work-related problems. The purpose of the grievance process is to secure, at the lowest possible administrative level, a prompt and equitable solution to individual grievances.

Supervisors shall be responsible for making certain that employees under their jurisdictions have knowledge of and understand the Grievance Procedure, and that employees feel free to use the procedure without fear of criticism or action being taken against them affecting their job security, salary progression opportunity, chance for job advancement, or work environment. However, any false statement(s) intentionally made in the course of the grievance proceeding may be grounds for disciplinary action.

## **Application**

This policy has application to all full-time and part-time regular employees. Where existing policies provide specific procedures, the specific procedure will take precedence over the Grievance Procedure.

## **Definitions**

Grievance – A written expression of dissatisfaction, filed using the college grievance form, relating to conditions of employment, such as an alleged misapplication, misinterpretation or alleged violation of college personnel policies, or perceived unfair or inequitable treatment.

Involved Parties – The employee who filed the grievance and the supervisor/administrator whom the employee alleges misapplied, misinterpreted or violated college personnel policies or treated the employee unfairly or inequitably.

## **Procedure**

### **a. Informal Procedure**

Every reasonable effort should be made by supervisors and employees to resolve any questions, problems and misunderstandings that have arisen. Accordingly, employees should first discuss any complaints or questions they may have with their immediate supervisors, and are urged to initiate such discussions at the time the dissatisfaction or question arises. Supervisors, in turn, should take positive and prompt action to answer employees' questions and resolve complaints presented to them. Employees may also meet confidentially with the Director of

Human Resources to receive guidance and assistance. No further action will be taken without the employee initiating a formal grievance.

b. Formal Procedure

Step 1 - Employee Initiates the Formal Grievance Procedure

If an employee's problem has not been resolved after presenting it informally to his/her supervisor, a written grievance using the college grievance form may be presented to the Director of Human Resources within 90 calendar days of the occurrence of a grievable event. The Director of Human Resources shall arrange a meeting with the employee within five days after receiving the grievance to discuss the complaint and to develop all the available facts and information relative to the grievance. The Director of Human Resources shall then arrange a meeting with all involved parties to discuss the grievance and attempt resolution. This meeting shall occur within ten days of receipt of the grievance. A written summary of the meeting shall be issued to all involved parties by the Director of Human Resources within five days of the meeting. (If the Director of Human Resources is an involved party, a neutral Dean will replace the Director of Human Resources in this and all subsequent steps.)

Step 2 - Appeal to the Dean

If a satisfactory resolution of the grievance is not reached within five days after the completion of the Step 1 process, either party may address to the Director of Human Resources a written request that the grievance be appealed to the supervising Dean. The Dean shall meet with all involved parties within five days after receiving the grievance, and he/she will issue a written decision to all parties within five days following the meeting. (If the supervising Dean is an involved party, then a neutral Dean will replace him/her in this step.)

Step 3 - Appeal to a Five-Member Panel

If a satisfactory resolution of the grievance is not reached within five days after the completion of the Step 2 process, either party may address to the Director of Human Resources a written request that the grievance be appealed to a five-member panel.

The panel shall consist of the following full-time employees:

1. One Classified employee
2. One Certified employee
3. One Faculty member
4. One Dean

At the beginning of the academic year each constituent group shall elect a member and two alternates to the Grievance Review Panel. The Director of Human Resources shall call the panel together. Upon convening, the four elected panel members shall select the fifth panel member, choosing one from the list of alternates. This, the fifth panel member serves as chair and is a voting

member of the panel. The Director of Human Resources shall give the panel its charge at its first meeting. Members shall have had no prior involvement in the grievance. In the event that a panel member wishes to disqualify himself, an alternate panel member from that constituent group shall serve.

The panel shall meet with the involved parties within ten days after the request for appeal has been received, conduct a thorough and objective review of the grievance, and issue a written decision compatible with established Personnel Policy and Practice to all parties involved within ten days of the conclusion of the meeting(s). The panel shall keep a complete record of the hearing before it, including any exhibits or papers submitted to it in connection with the hearing and a complete record of any testimony taken. To assure completeness, the proceedings of the panel will be dual tape recorded and the tape transcribed, and the transcription initialed and dated by the chair. The tape will be retained until the grievance procedure culminates. A decision of the Grievance Panel may be reached upon the concurrence of any three of the five members. This decision shall be in the form of a written finding of fact which is sent to both parties, and which addresses the relevant policies and procedures and their application. Any panel member may include a written dissent in the report. In the event the panel shall be unable to issue a decision, the grievance shall go to Step 4 as unresolved.

#### Step 4 - Appeal to the President

If a satisfactory resolution of the grievance is not reached within five days of the completion of the Step 3 process, either party may address to the Director of Human Resources a written request that the grievance be appealed to the President. (If the President is an involved party, then s/he shall excuse him/herself and appoint a Dean not previously involved in either the grievance or the grievance procedure process.) The President shall review the complete record of the grievance, and issue a written decision to all involved parties within ten days of receipt of the grievance appeal.

#### Step 5 - Appeal to the Board of Trustees

If a satisfactory resolution of the grievance is not reached within five days of the completion of the Step 4 process, either party may address to the Director of Human Resources a written request that the grievance be appealed to the Board of Trustees. The Director of Human Resources shall forward this request and all documents pertaining to the case to the President. The President shall forward the documents to the Board of Trustees for consideration at its next regularly scheduled meeting. This request must be received at least one week prior to the Board meeting in order that it may be included with the other agenda items and information mailed to the Trustees.

The Board review of the grievance will take into account the following:

- a) In a grievance regarding dismissal, the Board of Trustees shall grant a hearing if the employee requests it, provided all appropriate steps of the grievance procedure have been completed. All involved parties shall be available to appear before the Board in executive session.
- b) In a grievance which does not involve dismissal, the Board of Trustees will determine whether the written record and findings are sufficient in and of themselves or whether to grant the employee a hearing in executive session.

In either case, the Board shall issue its decision no later than the following regularly scheduled meeting. The decision issued by the Board of Trustees is final and binding on all involved parties.

- c) Guidelines
  - a. Time limits specified herein are working days, unless stated otherwise. In the event of extenuating circumstances, a time limit may be extended by mutual agreement of the parties at that step.
  - b. Grievance hearings will be scheduled at mutually satisfactory times. Grievance hearings are considered compensable hours worked, except in cases where the employee has been placed on suspension or terminated.
  - c. An employee may have the assistance of the Director of Human Resources in preparing a grievance. A grievance is a claim in writing utilizing the college grievance form, which may be obtained from the Director of Human Resources. The employee needs to document as many details relating to the grievance as possible.
  - d. New grievance issues that were not raised at Step 1 may not be raised by either party in subsequent steps. However, additional relevant information pertaining to the original grievance may be added to the grievance up through Step 3 of the process.
  - e. Grievance information or testimony must be treated in a most discreet and confidential manner by all persons involved.
  - f. An employee using the grievance process shall have the right to be accompanied by a representative of his/her choosing.

*Refer to Board Policy and Procedure II-010.*

# Performance Evaluations

## President of the College and Administrators

The Board of Trustees will evaluate the performance of the President of the College on an annual basis and will provide a written report of the evaluation to the President for his/her guidance. The evaluation will be completed each year prior to consideration of the President's contract.

*Refer to Board Policy and Procedure III-002.*

The President of the College will evaluate all Vice Presidents annually. The President will provide to the Board of Trustees evaluations of the Vice Presidents each year prior to consideration of administrators' contracts. Evaluations will be based on the job descriptions and goals established for individual administrators and reviewed by the President with the respective administrators.

*Refer to Board Procedure III-003.*

## Faculty

An evaluation shall be completed each year prior to consideration of contract renewal. Evaluations of probationary and adjunct faculty members may be made more often at the discretion of the Dean.

Evaluators, as they deem appropriate, may make use of survey instruments to ascertain the opinions of persons supervised by or most closely associated with the work of the person being evaluated. Formative and summative evaluation forms to assess faculty performance were developed through the 1998 meet-and-confer process and are included in the Statement of Understandings.

Development of forms which are to be used in the evaluation of personnel within their respective areas shall be the responsibility of the Vice President of Instruction and the President. Copies of evaluation forms and survey instruments in current use shall be placed on file in the Human Resources Office.

Student evaluations as deemed appropriate by the Dean may be used as part of the overall evaluation of faculty members.

Immediate supervision and evaluation of instructors, which includes class visitations and conferences, is the responsibility of the Deans. It is also the responsibility of the Deans to make recommendations concerning the retention or release of instructors.

*Refer to Board Procedure IV-001.04.*

Throughout the period that a member of the full-time teaching faculty is on term appointment, supervision shall be conducted in a constructive manner designed to help the individual realize his/her highest potential. Evaluation reports shall be reviewed regularly by the Dean with probationary instructors in order that the probationary instructor may be aware of her/his progress toward tenure.

A faculty member on term appointment shall be retained only if the President of the College reports to the Board of Trustees that the faculty member, based upon written evaluation reports and supervisory observation, is demonstrating that he/she has reached a level of professional competence which should ultimately justify tenure status.

At least once each year, written evaluation reports shall be made of the performance of all full-time faculty members, whether on temporary, term, or continuing appointment. The evaluations shall be made by the appropriate Dean and shall be filed in the Human Resources Office.

*Refer to Board Procedure IV-002.05.*

### Performance Reviews Expectations

The promotion system will enable the faculty member to achieve professional progress through continuing coordination with his/her Division Chair and/or instructional Program Director. When combined with the faculty member's annual performance review and the requirements for professional growth and development, levels of promotion and monetary advancement apply as indicated in Section III.

For the annual faculty performance review, faculty is expected to:

1. Submit an annual self-assessment of performance during the current contractual period including information regarding the following areas:
  - a. Development, changes, innovations, made in the classroom along with assessment of results.
  - b. Teaching and Learning Activities
  - c. Institutional Service
  - d. Scholarly Endeavors
  - e. Community/ Civic Service
  - f. Summary of Student Feedback
    - (i) For faculty on term appointment, this will be based on student evaluations which the faculty administer in all classes taught.
    - (ii) For faculty on continuous appointment, this will be based on student evaluations faculty administer in at least one class a semester.
    - (iii) Additional evaluations may be administered as need is determined. Student evaluations from the previous Spring and Fall semesters will be used for each annual review.
  - g. Goals for the coming year
2. Schedule a classroom observation with the Division Chair and/or instructional Program Director (non-tenured faculty and those undergoing Institutional Assessment).
3. Schedule an annual performance review meeting with Division Chair and/or instructional Program Director to be held prior to May 1.
4. Maintain a file of annual performance reviews and self-assessments that will provide documentation for consideration upon faculty member's request for continuing appointment.

*Refer to Board Procedure IV-006.02.*

### Student Evaluation of Faculty as Related to Annual Faculty Performance Reviews

Student evaluations are confidential internal documents that may be used as part of the overall evaluation of faculty members as deemed appropriate by the division chair or the dean.

Student evaluations are administered as part of the Faculty Performance Review as follows:

- a. for faculty on term appointment, evaluations are administered in all classes being taught
- b. for faculty on continuing appointment, evaluations are administered in at least one class per semester;
- c. additional evaluations may be administered as need is determined.

The faculty member, as part of his/her annual performance review, completes a summary of student feedback. The faculty member meets with his/her division chair to review the student feedback as part of the annual performance review.

*Refer to Administrative Policy and Procedure IV-001.*

### Performance Deficiencies

These performance improvement procedures apply to full-time faculty on continuing status. To ensure that faculty instruction and the learning environment are contributing to student education, faculty members are expected to conform to standards of sound teaching performance. If instruction-related performance deficiencies exist, the faculty member will be notified. When a concern regarding teaching performance arises, the Dean, and Division Chair and/or instructional Program Director will coach the faculty member in an effort to develop an effective solution.

Additional corrective action to improve instruction related performance deficiencies includes a written improvement plan. Elimination of the deficiencies must occur in accordance with the written improvement plan developed by the faculty member and the Dean, Division Chair, and/or instructional Program Director of the applicable division and other relevant administrators, with input from the Vice President of Instruction. The faculty member and the College share responsibility to implement the improvement plan.

For faculty with continuing status, if deficiencies are not resolved, the award of continuing status may be provisionally revoked by the College President, and the faculty member will be offered a terminal appointment of one additional year following the current contract year. The faculty member may appeal the provisional terminal appointment decision as set forth below. When the appeal procedures apply, the Grievance Procedure is not available.



### Appeal

A faculty member on a continuing status who receives a provisional terminal appointment may submit a written appeal within ten (10) working days to the Board of Trustees. In the event of an appeal, the faculty member or his/her representatives will have the right to address the Board on the issue in closed session prior to the Board deciding the matter. The decision of the Board will be in writing and is final.

*Refer to Board Policy IV-005.1*

### **Certified Professional and Classified Professional Staff**

Each Certified Professional and Classified Professional employee will have her/his performance evaluated annually by his/her supervisor. Supervisors will use the Performance Evaluation Form designed for this purpose and adhere to the following timetable for non-probationary employees:

March 15 Job descriptions sent to supervisors

April 1 - 30 Performance evaluations written and reviewed with employees

After supervisors have reviewed performance evaluations with an employee, the employee has 10 calendar days in which to respond in writing with comments and/or documentation. Completed performance evaluations should be forwarded to the Human Resources Office for inclusion in personnel files no later than May 30.

In some cases unsatisfactory performance will be addressed by developing an Improvement Plan. Copies of that plan should accompany the evaluation form, and any follow-up action or documentation should be forwarded to the Human Resources Office. In the event a supervisor develops an Improvement Plan and the employee chooses not to sign the form, the supervisor should send the form to Human Resources indicating such. Further action will be dependent on whether or not the employee complies with the improvement in performance/behavior required.

### Probationary Period

New hires will be evaluated after three months and six months. If their performance is satisfactory and they are removed from probationary status, they will assume the normal college schedule of evaluation. If performance is not satisfactory, the employee may be terminated. If the supervisor determines that the employee's performance can be raised to an acceptable level, he/she has the option of extending the probationary period for an additional three-month period. The probationary period can last for no longer than one year.

*Refer to Board Procedure V-001.*

## **Outside Employment**

Full-time faculty and certified professional staff shall not engage in any outside employment which shall in any way interfere with the performance of their duties at the College. Permission of the appropriate administrative officers must be obtained before full-time faculty, certified professional staff, and administrative members may accept outside employment during the period of their appointment. Eligible employees must report regular outside employment annually to their supervisor on the appropriate form.

*Refer to Board Policy and Procedure II-004.*

## **Community Responsibility**

All personnel should regard themselves as integral parts of the community and are encouraged to take an active part in community organizations and activities in which they feel interested or qualified.

*Refer to Board Policy II-005.*

## **Public Relations**

All personnel should endeavor to become familiar with the general needs, policies, and future plans of the College in order to discuss intelligently these areas. All personnel, particularly advisers to organizations, should be cognizant of the need for publicity and should be quick to take note of all possible newsworthy activities or events, both in courses and in organizations and forward such information to the Director of Public Relations and Marketing.

*Refer to Board Policy II-006.*

## **Use of the College Name**

No individual, group or organization may use the name of the College or incorporate the name of the College on letterheads, envelopes, handbills, posters, newspaper or magazine mastheads, or other printed or written materials unless authorized by appropriate College officials.

*Refer to Board Policy II-007.*

## **Political Activity**

The Board of Trustees recognizes the right of an employee of the district to take or to refrain from taking a stand on a public issue and to support or to oppose any issue or candidate. Activities related to public issues or candidates, however, must be conducted on the employee's own time. An employee should exercise reasonable care to show that he/she is acting in the capacity of a private citizen and not as an individual speaking for the College.

Specifically, while it shall be the policy of the Board of Trustees to recognize political activities of employees of the College as legitimate and acceptable, this recognition is subject to the following provisions:

1. Employees shall not use College facilities or resources to further their individual political purposes or in support of a political candidate, except that College personnel shall have the same rights as any member of the public to access College facilities for the purpose of engaging in political activity or other Expressive Activities as defined by the College policy on Expressive Activities.
2. The College shall not be identified with political issues, parties or candidates.
3. Employees shall not campaign for themselves or other candidates on College time.

*Refer to Board Policy II-008.*

## **Grant Development and Approval Process**

Each administrator shall be responsible for any specific proposal which will benefit his/her area. The administrator may assign grant responsibility to a director, division chair, instructor or other staff member as deemed appropriate.

An employee seeking to apply for a grant should follow these steps:

1. Obtain the permission of the respective Dean to pursue the grant. Dean assigns a contact person for the grant.
2. The grant contact person completes the grant checklist with the Dean's assistance.
3. Dean emails the relevant grant proposal information with a short summary to the President's Team, and requests to be on the agenda of a Team meeting at the earliest possible opportunity to discuss it.
4. The Team will discuss the merits of the grant proposal as it relates to the institution's mission, strategic long range plans, fiscal impact, human resources impact, and other impacts on the institution's resources.
5. The Team will determine the programs/services that might be impacted by the grant; authorize the grant application; and outline the steps to be taken by the grant author. These steps may include, but not be limited to:
  - a. Consulting with the Vice President of Finance and Administration or Controller for fiscal controls and budget impact
  - b. Consulting with the Human Resources Director for personnel impacts
  - c. Consulting with the Executive Director of the Foundation for possible in-kind match
  - d. Consulting with the Dean(s)/Supervisor(s) in those areas that may be affected by the grant
  - e. Consulting with the Director of Institutional Research for data needs
  - f. Consulting with other institutional personnel or community representatives as appropriate.

The employee seeking the grant is responsible for:

1. The written narrative
2. Obtaining needed assurances and letters of support
3. Submitting the grant application
4. Creating a checklist of steps needed for the application process, ongoing record-keeping, formative and summative evaluations, and other reporting requirements.

*Refer to Administrative Procedure VI-007.*

## **Property Rights and Publications, Teaching Aids, Material and Equipment Written or Developed by Faculty and Staff**

All property rights in books written, instructional materials developed (including workbooks, laboratory manuals, transparencies, audio tapes, video tapes, films, and the like), and equipment designed, developed or invented by any staff member in conjunction with his/her job or teaching assignment shall belong to said staff member. Such property rights shall include:

1. The right to publish for private profit and the right to copyright any book, manual or printed material;
2. The right to negotiate privately with any person, firm or corporation for the manufacture of any equipment or instructional material and the right to acquire any patent rights which may be obtainable thereon; and
3. The right to license for commercial use computer programs developed on campus.

The property rights in joint projects of staff members undertaken either as part of a job or teaching assignment, released time, or assigned project, or on their own time, shall be shared by the participants in the manner upon which they shall agree in writing.

Notwithstanding the property rights of any staff member or members in any books, teaching aids, or equipment published, developed, or designed by said staff member or members, the College district shall, to the extent that said book, teaching aid, or equipment was written or designed in conjunction with an extended or released time project or program, have a joint property right therein.

Said joint property right shall entitle the district to the internal use or purchase of said book, teaching aid or equipment regardless of copyrights or patents thereon and exclusive of any royalties, commissions, or other pecuniary profit to the applicable staff member or members.

The District shall also share in the royalties, commissions, or other pecuniary profit from sales outside the district until such time as the College District has been reimbursed to the extent and amount that the College District paid for that part of the project or program which resulted in the creation of the book, teaching aid or equipment.

Once such reimbursement has been made, all royalties, commissions, or pecuniary profit thereafter earned by the sale of any said book, instructional material or equipment to any purchaser outside the district shall belong exclusively to the staff member who published, developed or designed said book, instructional material or equipment.

*Refer to Board Policy II-021.*

## **Community College Exchange Program**

It is the policy of the Board of Trustees that Jefferson College faculty, administrators, and staff shall have the opportunity to participate in the Community College Exchange Program (CCEP) which is a centrally directed institution-based membership program which has been designed to facilitate opportunities for exchange of administrators, faculty, and staff among community colleges in the United States and Canada. The exchange of college personnel is a unique approach to faculty and staff development. The variety and number of opportunities in community colleges across the United States, coupled with the cultural and geographic diversity in this country, provide countless combinations of learning situations. Through the mechanism of the CCEP, these opportunities are available to both the exchange participant and the institutions. More information about the programs and participation may be obtained from the appropriate Dean.

*Refer to Board Policy II-024*

## **Commencement**

Members of the full-time faculty and certified professional staff shall take part in the Commencement exercises in academic attire unless they have been previously excused by the President due to extenuating circumstances.

The College will pay rental fees for commencement regalia rented from the Jefferson College bookstore for the first two years an employee is required to attend commencement. The third year, the employee will be responsible for any cost. If an employee wishes to purchase his/her commencement regalia, the College will pay 40% of the purchase price the first year the employee is required to attend commencement. The second year, the College will pay 20% of the purchase cost. The third year, the employee will be responsible for any cost.

*Refer to Board Policy and Procedure IV-008.*

## **Resignations**

When an employee is resigning from the College, supervisors must notify the Office of Human Resources immediately. Supervisors must also forward any letters of resignation and provide the last date of employment. The employee should be referred to the Office of Human Resources for clearance procedures.

When an employee leaves the College's employment, the employee's last day is required to be a regularly scheduled work day. Annually allocated personal leave and/or accrued vacation days may not be used to extend the termination date. Except under extenuating circumstances, the last day worked is the date of termination. The dollar value of any unused vacation due will be paid the employee in a lump sum payment in the final paycheck.

Full-time and part-time Classified Professional Staff desiring to leave the College in good standing shall file with the appropriate supervisor a written resignation giving at least two weeks notice or his/her intention to leave.

Resignations for Faculty and Certified Professional Staff should be submitted in writing to the appropriate dean for referral to the President and the Board of Trustees. The Board shall then take official action and notify the faculty or certified staff member of that action. No contractual employee member shall be released from his/her contractual obligations unless a satisfactory replacement can be found and unless appropriate arrangements are made concerning the payment of the direct costs incurred by the College to secure the replacement. Failure to honor a contract may result in the withholding of all, or a portion, of the benefits due the employee under the contract until such time as the costs of finding the replacement can be fully determined.

Exit interviews are conducted with departing employees to learn their views on the organization. This is one means of determining causes of employee dissatisfaction as well as a way to improve positions. Exit interviews are required of all departing full-time and part-time regular employees. Temporary employees who choose to participate in an exit interview may do so but are not required to do so. The exit interview form will be completed by the employee and an interview may be conducted by the Director of Human Resources. This can take place at any time after the employee has given or has been given notice of termination. The Exit Interview Form will be forwarded to the supervisor and the dean of the employee's area for review and signature. Following review and signature, return the form to the Human Resources Office where it will become a permanent part of the employee's personnel file.

*Refer to Board Policy II-011.13, Board Policy and Procedure IV-007 and Board Policy and Procedure V-005.*

## **Dismissals**

All full-time and part-time classified employees serve at the discretion of the Board of Trustees. The College adheres to the principle of progressive discipline. This means that the degrees of discipline are generally progressive and are used to ensure that employees have an opportunity to correct their performance. Supervisors should document all oral and written warnings to demonstrate that an opportunity for correction was accorded to the employee.

Serious misconduct may result in immediate discharge. Once the College President makes a decision to discharge a classified employee, the employee shall be immediately suspended without pay and notified of the recommended discharge. Thereafter, the discharge recommendation of the President shall be acted upon by the Board of Trustees.

A classified employee is also subject to appropriate disciplinary action less serious than discharge, including suspension without pay.

*Refer to Board Policy V-006.*

## **Termination of Administrator and/or Certified Professional Staff Member During Contract Term**

The College cannot terminate the employment of an administrator or a certified professional staff member during the term of his/her contract except for “good cause” as determined by the Board of Trustees and in accordance with due process. “Good cause” shall include those actions listed in Board Policy #IV-005. Due process shall consist of the following procedures unless the parties agree otherwise:

- a. The employee shall be given written charges (i.e., the good cause for dismissal). Once charges are issued, the employee may be suspended without pay at the discretion of the College President or the President of the Board of Trustees.
- b. The employee shall also receive a written notice that a hearing shall be held before the Board of Trustees on a particular day and at a certain time and place; that the individual in question may be present with or without an advisor or attorney; and that he/she may present witnesses and other evidence on his/her behalf and may question witnesses presented by the College. Unless otherwise agreed by the parties, the notice and charges must be received by the employee at least ten (10) calendar days prior to the hearing.
- c. Should the individual in question not appear for the hearing, the disciplinary action proposed may be imposed by the Board without a hearing. Should the individual in question or his/her representative request additional time in which to prepare, the Board of Trustees, at its discretion, may grant such additional time and continue or postpone the hearing to another day and time.
- d. The hearing shall be conducted at the time and place called for in the notice or at the postponed time, if additional time is granted. The President of the Board of Trustees shall preside at the hearing unless the Board decides otherwise. Such hearing shall not be public and either party may ask that witnesses be present only during the time of their testimony. A recording shall be made of the hearing proceedings and a copy shall be made available to the employee whose discipline is in question.
- e. Formal legal rules of evidence need not be followed, and the Board President or other presiding officer shall determine what evidence may or may not be presented. The proper College official(s) or representative/attorney shall

- present the institution's position. The employee or his/her representative shall have the right to question any witness called by the College, just as the College's representative may question any witness called by the employee.
- f. At any time during the proceedings, any member of the Board of Trustees may question any witness or call for a point of order to be clarified.
  - g. After testimony has been presented and each side has concluded its presentation, the Board of trustees shall retire to review all information submitted and render a determination. The decision, which shall be in writing, shall be made no more than thirty (30) working days from the date of the Board hearing.
  - h. The decision of the Board of Trustees is final.

*Refer to Board Procedure III-003.8.*

## **Credentials**

The Office of Human Resources (OHR) maintains a personnel file on each current and past employee. The OHR places in each employee's personnel file any and all official documents/credentials upon receiving them from the employee.

All employees are responsible for promptly providing to the OHR, or assuring the receipt of by the OHR, any and all official academic transcripts, academic certifications, vocational certifications, licenses, renewals of certifications and licenses, and like documents/credentials upon the following situations:

- When the employee is initially hired and the above mentioned credential(s) is a requirement for the position. The employee may be hired on a conditional basis by providing copies of the required credentials. It is the employee's responsibility to assure that the official transcript of the credential(s) is received by the OHR as quickly as practicable.
- When the employee is required to maintain a current certification or license as a qualification for continued employment in the position.
- When the employee is promoted or transferred to a different position and the above mentioned credential(s) is a requirement for the position.
- When the employee represents himself/herself as having earned an above mentioned credential(s) and:
  - a. is conducting official college business, or
  - b. is corresponding as an employee of the college.

The only credentials that will be listed in the College catalog for faculty, certified professional staff and administrators are those for which the OHR has received an official copy of the transcript for that credential.

In addition to the above requirements, employees may provide the OHR with, or have arranged to send to the OHR, an official academic transcript or other official credential, for the record.

*Refer to Board Procedure II-026.*



## **Request to Teach and/or Take Classes**

Certified professional staff and classified professional staff must request permission and receive approval from their supervisor and Dean before teaching or taking courses that are scheduled during the normal work day. Any work time missed shall be made up.

1. Prior to accepting a teaching assignment or enrolling in a course that is scheduled during the normal work day, eligible employee obtains a copy of Request for Approval of Teaching and/or Taking Classes Form from the Office of Human Resources.
2. Employee completes and signs the form.
3. Employee secures signatures from supervisor and Dean for approval to take/teach the course and for the methodology specified to make up the work time lost during the normal workday.
4. If request is approved, Employee takes form to the Office of Human Resources.
5. Office of Human Resources forwards form to appropriate personnel.

*Refer to Administrative Policy and Procedure II-007.*

## **Employee I.D. Card**

The Jefferson College employee ID card serves as a library card. The card is available free of charge at the Library or in the Student Center on the Hillsboro campus, in the open computer lab at JCA, or in the office at JCNW and JCI.

## **Family Educational Rights and Privacy Act (FERPA)**

### Informational Guidelines for Faculty & Employees

In accordance with the Family Educational Rights and Privacy Act (FERPA), all students have the right to:

- Review their official college records.
- Request amendment of these records.
- Restrict their name from certain reports.
- File with the U.S. Department of Education appropriate FERPA complaints.
- Obtain Jefferson College's FERPA policy statement.

The Act applies to all institutions that are the recipients of federal funding. The regulations for FERPA can be found in 34CFR part 99.

### Who is protected under FERPA?

Students who are currently enrolled in higher education institutions or formerly enrolled, regardless of their age or status in regard to parental dependency.

Students who have applied but have not attended an institution do not have rights under FERPA.

### What are education records?

All records directly related to a specific student that are maintained by the institution are considered education records. These include application materials, transcripts, test data, attendance records, grades and any handwritten or printed notes or memos concerning or identifying the student that are shared between two or more people.

### What items are NOT considered to be education records?

- Sole-possession records or private notes held by educational personnel that are not accessible or not released to other personnel.
- Records relating to an individual's employment by the institution (unless that employment is contingent on student status).
- Records containing only information obtained after an individual is no longer a student at the institution (i.e. alumni records).
- Records relating to treatment by a physician, psychiatrist, psychologist or other recognized professional or paraprofessional and disclosed only to individuals providing treatment.
- Law enforcement or campus security records that are solely for law enforcement purposes.

### I'm a faculty member -- how does FERPA affect me?

Faculty members, by virtue of their role as instructors and advisors, have access to, and often create, education records (i.e. grades). In handling student records of any kind, great care must be taken with personally identifiable information (such as name, V number, and Social Security number because the same name or number will identify the same person in every situation).

The student's right to privacy should always be considered when:

- Posting grades. Posting grades by student name, Social Security number or Jefferson College Student Identification number IS a violation of FERPA.
- Returning test papers or examinations. It is a violation of FERPA to return papers in such a way that students may see each other's grades.
- Announcing student achievement.
- Discussing a student's class work or grades where others who do not have legitimate educational interest may overhear.
- Giving oral or written recommendations for a student, especially if that student has not given specific permission for the recommendation.
- Remaining logged into MyJeffco for extended periods of time on computers where others may access student record information.
- Adequately disposing of confidential information to prevent unauthorized access.

### What is directory information?

Directory information is information that can be released without first obtaining permission from the student. Jefferson College has designated the following as directory information:

- Name(s)
- Address
- Telephone number
- Jefferson College e-mail address
- Date of birth
- Major area of study
- Dates of attendance at Jefferson College
- Full or part-time enrollment status
- Degrees or certificates awarded
- Most recent prior school attended
- Participation in officially recognized sports
- Photograph
- Awards received

Students do have the right to request that all or part of the designated directory information be withheld. Such requests must be made in person at Enrollment Services. The restriction remains in place until the student requests in writing that it be removed.

### A note about MyJeffco...

College personnel have ready access to protected student information via MyJeffco. Online information is treated no differently than paper documents. All online information related to a student's record should be treated as confidential. All requests for the release of student information should be forwarded to the Director of Enrollment Services for the appropriate response.

### How long do I have to respond to a legitimate request for information?

FERPA defines 45 days as the maximum reasonable time for compliance.

### What are the consequences for violating FERPA?

There are some serious consequences for intentional violations. When a complaint is lodged, the Family Policy Compliance Office in Washington, D.C. assumes that the institution acted in good faith and, when advised of the problem, will promptly take action to correct it. If the institution refuses to comply with Family Policy Compliance Office recommendations, Federal financial aid funds can be withheld. Lawsuits are often filed by students with complaints of FERPA violations. If the Family Policy Compliance Office has confirmed that an institution has committed a violation, it makes such a lawsuit very difficult to defend.

### How do I get more information?

Additional information can be found in the Jefferson College General Catalog and Student Handbook. If you have questions or need clarification of any issues related to FERPA, you may also contact the Registrar.

## **Behavior Concerns Team (BCT)**

Jefferson College strives to promote a safe college environment for all students, faculty, staff, and community members. To assist in this endeavor, a Behavioral Concerns Team (BCT) has been established to coordinate campus response for students displaying concerning behavior.

All members of the campus community are encouraged to report behaviors that are concerning, such as: exhibiting inappropriate levels of aggression or harassing behaviors, acting out of normal character, displaying frequent tearful behavior, or indicating suicidal or homicidal thoughts.

The BCT assesses all reports and implements appropriate intervention, as needed. For further information regarding the Behavioral Concerns Team, please contact 636-481-3210 or 797-3000, ext 3210.

### **When to refer someone:**

Please do not hesitate to refer if you notice any of the following behaviors or dialogues. Know that this list is not all inclusive. Anytime you become concerned about the safety of a student or employee to him/herself or others, please refer the situation.

If an individual...

- ...states that he/she wants to commit suicide (i.e. "kill myself", "be better if I'm not here") in person, through classroom assignment, discussion board, e-mail, etc...
- ...discloses he/she has recently been in the hospital for psychiatric or emotional reasons
- ...states that he/she wants to hurt someone else
- ...displays inappropriate levels of aggression
- ...displays harassing behaviors
- ...discloses violence or serious distress in relation to family, friends, or partner
- ...is frequently tearful or withdrawn
- ...has unusual or unexplained lacerations, bruises, or cut marks on his/her skin
- ...has extreme weight fluctuations in a short period of time
- ...changes in normal appearance, such as appearing unkempt for days at a time
- ...withdraws socially or suddenly changes peer group associations
- ...displays behaviors or makes statements that make you or others uncomfortable

## **How to refer someone:**

Crisis situation: (if an individual is an imminent threat to themselves or others)

During business hours

- Call Campus Police at ext. 3500 or 911
- Submit a Maxient Incident Report, located on the Employee tab in MyJeffco
- Inform the appropriate Division Chair/Supervisor

After business hours/weekends

- Call Campus Police at ext. 3500 or 911
- Contact Behavioral Health Response (BHR) at 1.800.811.4600 for telephone assistance or assessment of the individual by a trained crisis counselor
- Follow up with a Maxient Incident Report, located on the Employee tab in MyJeffco
- Inform the appropriate Division Chair/Supervisor

# **Attendance and Leave**

## **Holidays**

As a normal practice, College employees shall not be obligated to work on holidays observed by the College except in extenuating circumstances or as otherwise stipulated in individual contracts or job descriptions. Further, non-exempt personnel required to work holidays will be compensated in accordance with the Compensatory and Overtime Policy. Exempt personnel required to work holidays may be granted time off at a later date.

A holiday shall be defined as a day which falls during the normal workweek on which the College offices are closed. If the holiday falls on a Saturday, it will be observed on the preceding Friday. Holidays which fall on a Sunday will be observed on the following Monday.

Holidays shall be granted to all full-time personnel in accordance with the holiday schedule established by the College.

1. The first day of January
2. Martin Luther King's Birthday
3. President's Day
4. Spring Holiday
5. Memorial Day
6. Independence Day
7. Labor Day
8. Veteran's Day
9. Thanksgiving Day
10. Christmas Recess (Christmas Day and other days which may be designated by the President.)

*Refer to Board Policy II-012.*

# Vacation

## Eligibility

All full-time regular administrators, certified professional staff, and classified professional staff are eligible for paid vacation time. Faculty work the days specified in their contracts.

## Vacation Accrual Rates

Full-time regular administrators and certified professional staff shall accumulate 20 vacation days per year at the rate of 13.33 hours for each complete month of service.

Full-time regular classified professional staff members shall accrue vacation days as follows:

- 1-5 years of service - 10 days per year at the rate of 6.66 hours for each complete month of service
- 6-10 years of service - 15 days per year at the rate of 10 hours for each complete month of service
- 11 years of service and beyond - 20 days per year at the rate of 13.33 hours for each complete month of service

Jefferson College provides its employees with a generous vacation allowance recognizing the importance of time away from work for rest and relaxation. The College encourages employees to take their vacation on a regular basis during the year that it is accrued. The College also recognizes that there may be circumstances in which an employee may want to save some vacation for use at a later time. The maximum allowable vacation accrual is two times the employee's accrual for one year. Once an employee reaches the maximum he/she will no longer earn additional hours until his/her vacation balance falls below the cap.

## Request for Vacation

1. Approval: Employees must obtain prior approval from their supervisors in order to use their vacation time. Under certain circumstances, such as business necessity, it may be appropriate for a supervisor to deny an employee's request for vacation; however, the supervisor must plan for an alternative time with the employee. In such case, the supervisor should explain the reason for the denial. For this reason, supervisors and employees are encouraged to plan vacation time with as much advance notice as possible.
2. FMLA: If an employee is eligible and requests vacation for a reason covered under the Family and Medical Leave Act (FMLA), he/she should give at least 30 days written notice when foreseeable. If not, employees must give as much notice as is practicable as soon as possible. When such notice is given, such verifiable requests to use vacation under the FMLA will be approved. (See FMLA policy.)

### Grandfathered Vacation

As of June 30, 1994, employees who had accumulated vacation days in excess of the maximum number of days allowed were permitted to carry over those days each year of continuous employment with the College. Those days are considered grandfathered vacation days and are accounted for separate from the monthly vacation accrual.

### General

1. If an employee requests a vacation day and subsequently the campus is closed because of inclement weather conditions (no classes and offices not open) on that day, the employee may rescind the request for vacation time.
2. When an employee leaves the College's employment, the employee's last day is required to be a regularly scheduled work day. Annually allocated personal leave and/or accrued vacation days may not be used to extend the termination date. Except under extenuating circumstances, the last day worked is the date of termination. The dollar value of any unused vacation due will be paid the employee in a lump sum payment in the final paycheck.

*Refer to Board Policy II-011.13.*

## **Sabbatical Leave**

Sabbatical/study leave may be granted to any full-time employee for the purpose of carrying out an approved program that shall benefit the District, the students, and the individual. Consideration shall be given to requests by eligible staff members which involve the completion of requirements for an advanced academic degree, or which involve an organized program of study or research, or which involve a project to develop or revise a curricular offering for Jefferson College.

1. Any full-time employee may apply for sabbatical or study leave if he/she shall have completed a sequence of six full years of professional service at Jefferson College at the time the leave is granted.
2. The applicant shall agree to serve the District for at least two years following the completion of the leave.
3. Application shall be on forms provided by the Sabbatical Leave Committee and must be filed with the chair of the Sabbatical Leave Committee by December 1 of the academic year preceding that for which the leave is desired. The Sabbatical Leave Committee shall review each application and recommend action to the President. The President shall forward the Committee's recommendation along with the recommendation from the President's Office to the Board for final action.
4. If the sabbatical leave is for the purpose of study, a planned program of courses or a special project shall be submitted for approval by the Sabbatical Leave Committee, the President, and the Board. Evidence of completion of the planned program of study shall be submitted to the President within ninety days of the employee's return to duty.

5. Sabbatical leave that is for the purpose of travel shall be approved only if the proposed program incorporates a plan of study in connection with the travel. Applicants shall submit a detailed itinerary and program with a statement of objectives of the plan. A written report shall be submitted to the President within ninety days of the employee's return to duty.
6. Sabbatical leave shall be granted for one full semester or two full consecutive semesters.
7. A full-time contractual employee (faculty, certified professional staff or administrator) receiving sabbatical leave for one semester may receive up to 100 percent of his/her salary and employee benefits for the semester in which the leave is granted.
8. A full-time contractual employee receiving a sabbatical leave of two full consecutive semesters may receive up to 50 percent of regular salary for the academic year during which the leave is taken. Should a leave be granted to an employee under this provision, the College will pay the employee's share of contributions to the Public School Retirement System on the full amount of salary that would have been earned by the employee if the leave had not been taken.
9. The Board shall determine the number of employees on sabbatical leave during any semester or academic year.
10. Time on sabbatical leave shall count as regular service and shall not interrupt the employee's progress on the salary schedule.
11. Unless the employee agrees otherwise, upon return to service, the employee shall be reinstated in the position held at the time the leave was granted or be placed in a comparable position.

*Refer to Board Policy and Procedure II-011.01.*

## **Sick Leave**

All full-time College personnel hired after January 1, 2013 shall accumulate one (1) day of Earned Sick Leave per month to a maximum of 120 days. All full-time College personnel hired before January 1, 2013 will accumulate one (1) day of Earned Sick Leave per month, with no maximum. Earned sick leave accrues monthly on the last working day of each month.

Earned Sick Leave may be used for reasons of non-work related illness, medical disability, injury, or medical appointments for the employee and/or the employee's immediate family for whom the employee is responsible or any person for whom the employee is the legal guardian. Employees may use Earned Sick Leave for other members of their household subject to the approval of their supervisor and the Director of Human Resources. Immediate family members include spouse, child, mother, father, sister or brother, corresponding in-law, foster, or step-relation.

Any unused Earned Sick Leave, up to 90 days (720 hours), accumulated by an employee at the time of their retirement, as defined by PSRS/PEERS or applicable



internal retirement incentive programs, will be compensated at the rate of \$15 per day. No other reimbursement or compensation for unused sick leave is permissible. Upon termination of employment, the employee forfeits any unused Earned Sick Leave with the exception of those employees that are grandfathered under the Sick Leave Buy-Back Program. Those employees grandfathered under the Sick Leave Buy-Back Program will first be compensated for eligible days under the buy-back program then additional days will be compensated at the rate of \$15 per day. The combination of buy-back program sick leave days and additional sick leave days at the rate of \$15 per day will not exceed 90.

## **Definitions**

### Extended Absence

Any period of absence for more than three (3) consecutive days due to Earned Sick Leave conditions.

The supervisor must notify the Office of Human Resources within one week of the first day of the extended absence. The employee may be required to submit to the Office of Human Resources a fitness for duty certificate from a qualified professional if deemed necessary by the Director of Human Resources or by the supervisor in consultation with the Director of Human Resources. Further, each time an employee utilizes more than three (3) consecutive Earned Sick Leave days, the employee's Family and Medical Leave Act (FMLA) benefits will begin, if applicable.

### Excused Sick Leave

Any approved absence using Earned Sick Leave.

### Unexcused Sick Leave

1. Any absence using Earned Sick Leave when an employee fails to properly notify his or her supervisor of the absence.

An employee must notify his or her supervisor as soon as the need for Earned Sick Leave is known, and, except in the case of an exceptional circumstance, in advance of the start of the employee's scheduled work day.

2. Any absence unaccompanied by a fitness for duty certificate from a qualified professional when such documentation is requested.

An employee may be required to submit to the Office of Human Resources a fitness for duty certificate from a qualified professional if deemed necessary by the employee's supervisor due to a record of patterned absences such as Mondays and Fridays, days before or after holidays, etc.

The supervisor must indicate to the employee in writing that an absence will be classified as unexcused.

### Abuse of Sick Leave

The accumulation of 5 or more unexcused sick leave absences during a period of one calendar year.

Unexcused absences and/or abuse of sick leave will result in progressive disciplinary action consistent with Board Policy.

*Refer to Board Policy II-011.02.*

## **Sick Leave Buy-Back**

Employees hired after December 31, 1993, are not eligible for participation in the sick leave buy-back program. Those employees hired prior to January 1, 1994, upon separation from employment with the College, are entitled to receive a cash value equal to 50 percent of their daily salary for all accumulated Earned Sick Leave recorded on the employee's official College leave record as of June 30, 1994 up to a limit of \$10,000 per employee. Any unused personal leave days will be included in the Earned Sick Leave. Although Earned Sick Leave may be accumulated after June 30, 1994, any additional days above the number on record as of June 30, 1994 will only be available for use as sick leave and will not be subject to the sick leave buyback provisions. Employees who elected to participate in the one-time buy back, effective July 31, 1995, will receive no further buy-back payment upon separation from the College.

*Refer to Board Policy II-011.03.*

## **Family and Medical Leave Act (FMLA)**

The College will comply with the provisions of the federal Family and Medical Leave Act (FMLA). A copy of the FMLA requirements may be obtained from Human Resources. The Office of Human Resources must be notified immediately upon request of Family Medical Leave to assure legal compliance.

Employees are eligible for Family Medical Leave if they have worked at least 1,250 hours during the prior 12 months and have been employed with the College at least one year. Employees are entitled to take up to 12 weeks of leave without pay during a 12-month period due to one or more of the following:

1. birth of a son or daughter of the employee and I order to care for such son or daughter;
2. placement of a son or daughter with the employee for adoption or foster care;
3. in order to care for the spouse, or a son, daughter, or parent of the employee if such spouse, son, daughter or parent has a serious health condition;
4. serious health condition that makes the employee unable to perform the functions of his/her position;

5. any qualifying exigency (as defined below) arising out of the fact that the spouse, or a son, daughter or parent of an employee who is in the National Guard or Reserves is on active duty or is called up for active duty with the National Guard or Reserves in support of a contingency operation. Qualifying exigencies include:
- issues arising from a covered military member's short notice deployment (i.e., deployment on seven or less days of notice) for a period of seven days from the date of notification;
  - military events and related activities such as official ceremonies, programs, or events sponsored by the military or family support or assistance programs and informational briefings sponsored or promoted by the military, military service organizations, or the American Red Cross that are related to the active duty or call to active duty status of a covered military member;
  - certain childcare and related activities arising from the active duty or call to active duty status of a covered military member, such as arranging for alternative childcare, providing childcare on a non-routine, urgent, immediate need basis, enrolling or transferring a child in a new school or day care facility, and attending certain meetings at a school or a day care facility if they are necessary due to circumstances arising from the active duty or call to active duty of the covered military member;
  - making or updating financial and legal arrangements to address a covered military member's absence;
  - attending counseling provided by someone other than a health care provider for oneself, the covered military member, or the child of the covered military member, the need for which arises from the active duty or call to active duty status of the covered military member.
  - Taking up to five days of leave to spend time with a covered military member who is on short-term temporary, rest and recuperation leave during deployment;
  - attending to certain post-deployment activities, including attending arrival ceremonies, reintegration briefings and events, and other official ceremonies or programs sponsored by the military for a period of 90 days following the termination of the covered military member's active duty status, and addressing issues arising from the death of a covered military member;
  - Any other event that the employee and employer agree is a qualifying exigency.
6. In addition, employees who are the spouses, children, parents or next of kin of a service member are entitled to take up to 26 weeks of unpaid leave during a 12-month period to care for the service member who incurs an injury during military service when that injury results in the service member being unable to perform his or her duties.

The employee is required to first use accumulated sick, personal, and/or vacation days; the balance of the leave will be unpaid up to the 12-week maximum. If the employee is using family medical leave for his/her own medical needs, the College will continue to provide paid insurance benefits during the leave. Certification from a physician may be necessary. The duration of each leave of absence and the compensation to be received by the employee, if any, during the leave shall be determined by the College in conjunction with applicable federal and state laws.

*Refer to Board Procedure II-011.09.*

## **Bereavement Leave**

It shall be the policy of the Board of Trustees that bereavement leave with pay up to five days per occurrence shall be allowed for the death of an employee's spouse or child and for a death in the employee's immediate family for whom the employee is responsible or any person for whom the employee is the legal guardian. Employees may use bereavement leave for other members of their household subject to the approval of their supervisor(s) in consultation with the Director of Human Resources.

Bereavement leave with pay up to three days per occurrence shall be allowed in the event of the death of one of the following members of the family: mother, father, sister or brother, grandparent, grandchild, corresponding in-law, foster, or step-relation.

The supervisor, in consultation with the Director of Human Resources, shall be authorized to make decisions on individual issues which may arise that are not specifically addressed or outlined in this policy or for which clarification is required.

Bereavement leave shall not be deducted from sick leave. If additional time is needed, employee's personal days should be used.

*Refer to Board Policy II-011.06.*

## **Personal Leave**

Personal or business leave of up to three days each year shall be granted to full-time College employees. Employees hired after July 1 of the fiscal year will be entitled to personal leave days on a prorated basis. Personal leave may be used for business that in the employee's opinion could not be accomplished at any time other than school time. Whenever possible, requests for personal leave should be made 24 hours prior to, or as soon as the employee is aware of the need for a personal day(s). Unused personal days will be converted to Earned Sick Leave.

*Refer to Board Policy II-011.07.*

## **Attendance at Conferences**

With the approval of the appropriate supervisor, faculty and staff may attend conferences, special meetings, or conventions. These temporary changes in assignment do not constitute absence from service.

*Refer to Board policy II-011.10.*

## **Jury Duty**

Leaves of absences for jury duty or for court appearance as a witness pursuant to subpoena, shall be granted with pay up to the difference between the employee's regular pay and any amount he/she receives as jury or witness fee. Any person upon whom service as a juror would in the judgment of the court impose an extreme hardship may be excused. An employee of Jefferson College who is called for jury duty may request a leave of absence for such time as necessary to complete her/his jury obligation. However, when such absences seriously impair the College program, employees should request the court to be released from the jury obligation.

*Refer to Board Policy II-011.11.*

## **Military Leave**

Employees who are members of the National Guard or any reserve component of the armed forces of the United States shall be entitled to all benefits, leave of absences, and other rights as governed by the federal Uniformed Services Employment and reemployment Rights Act of 1994, RSMo. 41.942, RSMo. 105.270, and any and all other applicable federal and state laws and regulations.

- Employees are requested to notify the Office of Human Resources (OHR) if they are a member of the National Guard or any reserve component of the armed forces of the United States.
- The employee shall ask to meet with the Director of Human Resources to review all applicable benefits and entitlements as soon as possible after receiving notice of possible call-up.
- Employees are requested to provide either written or verbal notice of the need for military leave to the OHR immediately after receiving official military orders that may affect their employment status unless impossible due to military necessity.
- Issues concerning pay and benefits for the period of absence will be resolved in writing with the employee prior to beginning the service commitment in accordance with state and federal law.

Employees who are members of the Missouri National Guard or of any reserve component of the armed forces of the United States who are engaged in the performance of duty under competent orders shall be granted leaves of absences for all periods of military service, without loss of position, seniority, accumulated leave, impairment of performance appraisal, pay status, work schedule or any other right or benefit to which the employee is entitled, and no retirement benefit shall be diminished or eliminated because of such service.

Employees shall receive pay for the first one-hundred and twenty (120) hours of military leave in each federal fiscal year. Additional military leave shall be without pay, except as required by state and federal law. Under Missouri law, employees engaged in the performance of duty or training in the National Guard at the call of the governor and as ordered by the adjunct general shall receive full pay without regard to length of time. Before any payment of salary is to be made, the employee shall file with the Director of Human Resources the official order from the appropriate military authority as evidence of such duty. If the leave of absence is for less than thirty (30) days, the College shall continue to provide health insurance. If the leave is for thirty (30) days or more, the employee may remain in the group during the period of leave by paying the insurance premium. Upon termination of such military service, the employee shall be reinstated to the same position with the College.

The College shall protect the job rights of employees absent due to military leave. No employee will be subjected to any form of discrimination on the basis of that person's membership in or obligation to perform services for the National Guard or any of the Uniformed Services of the United States. No person will be denied employment, reemployment, promotion or other benefit of employment on the basis of such membership or service. Furthermore, no person shall be subjected to retaliation or adverse employment action because such person has exercised his or her rights under this policy.

If any employee believes that he or she has been subjected to discrimination in violation of this policy, the employee should immediately contact the Human Resources Director.

Employees are asked to meet with the Director of Human Resources to review all applicable benefits and entitlements as soon as possible after receiving notice of possible call-up.

*Refer to Board Procedure II-011.14.*

## **Summer Schedule**

The President shall have the prerogative to implement an alternate summer schedule for non-faculty personnel that reduces the work week to 36 hours per week and/or 4 days per week. Administrative supervisors will determine the individual schedule of persons within their department.

*Refer to Board Policy V-003.02.*

## **Inclement Weather**

Dismissal of classes does not mean a cancellation of responsibilities for all College employees. Regular work schedules will be maintained unless a specific announcement of their cancellation is made.

In case of inclement weather, class cancellations/campus closings will be announced as follows:

- Viking Text:** This convenient service is available to all students and employees.
- Message Service:** Sign up through MyJeffco. Faculty and students will only be notified by text message if they have signed up for the service.
- Radio:** KJFF AM (1400) Festus  
KREI AM (800) Farmington  
KTJJ FM (98.5) Farmington
- Telephone:** 636-481-3000/636-797-3000
- Television:** KTVI (Channel 2)  
KMOV (Channel 4)  
KSDK (Channel 5)  
KPLR (Channel 11)  
JCTV (Charter Cable Jefferson County 989 or 108.003)
- Website:** [www.jeffco.edu](http://www.jeffco.edu)

All cancellation notices pertain to Jefferson College Hillsboro, Jefferson College Arnold, Jefferson College Northwest, and Jefferson College Imperial. During the times that classes are cancelled, there will be no other activities/events held on college grounds (i.e. Missouri Baptist, UM-St. Louis, continuing education courses, special events, athletic practices/games).

*Refer to Board Policy V-003.03.*

## Reporting of Absences

All absences of faculty and staff members shall be reported to the appropriate administrative supervisor on the Report of Absence form adopted by the College. The supervisor shall forward three copies of the form to the Payroll Office. In each instance the absence shall be reported in advance, if possible, but in case of emergencies or illness, the report shall be made as soon as practicable.

*Refer to Board Procedure IV-001.04.*

# Benefits

## Insurance

### Medical and Dental

The College provides medical and dental insurance plans for full-time faculty and staff. The premiums are paid in full by the College.

The College's group plans are available on a payroll deduction basis for regular part-time employees who work 25 hours or more per week. (The 25-hour requirement is the standard set by the College's insurance company.) The College does not participate in the payment of the premiums.

### Dependent

Employees who are eligible for College insurance programs may insure their eligible dependents through the College group medical and dental insurance plans. Premiums are tax-deferred through payroll deduction.

### Life

The College pays the cost of a \$20,000 life insurance policy for all full-time faculty and staff. The \$20,000 is reduced for employees over 70 years of age.

### Long-Term Disability

The College provides a Long-Term Disability plan to full-time regular employees, at an income equal to 60% of basic monthly earnings. Employees deemed eligible must complete a 90-day elimination period. Level of benefits and disability determinations are made on an individual basis.

### Workers' Compensation

All College employees are covered by workers' compensation insurance in accordance with Missouri law. The state of Missouri determines the cost for the program to the College and an insurance policy is written through a commercial insurance company. All employee injuries must be reported to the Office of Human Resources as soon as practicable.

*Refer to Board Policy and Procedure II-015 and Board Policy II-011.12.*

## Employee Assistance Program

Full-time faculty and staff of the College and their dependents are eligible for participation in the Employee Assistance Program. The premiums are paid in full by the College. Employees experiencing personal problems are able to receive confidential assistance by contacting the provider directly.

*Refer to Board Procedure II-016.*



## **Tax Sheltered Annuities**

Tax sheltered annuities are available to full-time employees through the following companies: Equitable Insurance Co. and TIAA/CREF.

*Refer to Board Policy II-014.*

## **Retiree Benefits**

Retired employees of the College, who have qualified with retirement benefits under either the Public School Retirement System or the Public Employee Education Retirement System, may participate in medical, dental, and life insurance benefits which are available through the employees' group coverage with the cost of such coverage to be borne by the retired employee. Retirees have one year from the date they are last employed by the College to elect to enroll in the College's insurance benefits.

*Refer to Board Policy II-014.*

## **Retirement System**

Public School Retirement System of Missouri (PSRS) membership is automatic for faculty and certified professional staff employed to work at least 17 hours per week on a regular basis. Retirement contributions, currently 14.5% of total compensation, are withheld from an employee's salary, matched by the College, and remitted monthly to the retirement system.

Public Education Employee Retirement System of Missouri (PEERS) membership is automatic for classified professional staff employed to work at least 20 hours per week on a regular basis. Retirement contributions, currently 6.86% of total compensation, are withheld from an employee's salary, matched by the College, and remitted monthly to the retirement system.

Contributions withheld are remitted to PSRS/PEERS as "employer pickup" (EPU) contributions under the Internal Revenue Code which allows the contributions to be tax-deferred until they are paid to the employee or beneficiary as a lump sum refund or a monthly benefit.

All regular earnings by a PSRS/PEERS member as an employee of a district covered by PSRS/PEERS are subject to retirement contributions. Compensation or salary includes, but is not limited to, payments for extra duties, overtime payments, payments for overloads and additional courses, and employer-paid medical and dental insurance premiums.

For more information about the retirement system, visit [www.psrsmo.org](http://www.psrsmo.org) or [www.peersmo.org](http://www.peersmo.org).

*Refer to Board Policy II-014.*

## Service Awards

Each year all regular full-time employees and regular part-time employees shall be recognized according to years of service to the institution in the categories delineated below:

| <u>Period of Service</u> | <u>Method of Recognition</u>   |
|--------------------------|--|
| 5 years                  | Framed certificate or appropriate gift selection valued at \$10 per year of service  |
| 10 years                 | Engraved plaque or appropriate gift selection valued at \$10 per year of service   |
| 15 years                 | Engraved plaque or appropriate gift selection valued at \$10 per year of service   |
| 20 years                 | Engraved desk set with college seal or engraved plaque or appropriate gift selection valued at \$10 per year of service    |
| 25 years                 | Five days pay as determined by Board Policy and Procedure or appropriate gift selection valued at \$10 per year of service |
| 30 years                 | Engraved plaque or appropriate gift selection valued at \$10 per year of service   |
| 35 years                 | Engraved plaque or appropriate gift selection valued at \$12 per year of service   |
| 40 years                 | Engraved plaque or appropriate gift selection valued at \$15 per year of service   |

Years of service will be determined from date of hire for consecutive years of service.  
*Refer to Board Policy II-017.*

## Jefferson College Tuition Waiver

Tuition may be waived for the benefit of employees, adjunct faculty, retirees, and eligible dependents of full-time regular employees/retired full-time regular employees who enroll in Jefferson College credit and continuing education classes subject to the following conditions:

1. The student must meet Jefferson College admission requirements, if applicable.
2. All scholarships, grants, and/or third party tuition specific payments must be applied to tuition prior to using the tuition waiver.
3. Books, fees or any other non-tuition charges shall not be included in the waiver.
4. The continuing education class must have already met minimum enrollment standards in order for the tuition waiver to apply.
5. Some courses may be declared exempt from tuition waiver.
6. Enrollment in courses by employees must not interfere with the employee's job performance or conflict with the employee's work schedule unless an alternate work schedule is approved by the supervisor in advance.

### Full-time Regular Employees/Retired Full-time Regular Employees

Waiver of tuition shall apply to both credit courses and continuing education classes for the employee/retiree, spouse, and/or dependents. (Dependent signifies one who has been so designated on the federal income tax return and/or an employee's child under the age of 23.)

### Part-time Regular Employees/Retired Part-time Regular Employees

Waiver of tuition shall apply to both credit courses and continuing education classes up to maximum of six semester hours per semester for the employee/ retiree only.

### Adjunct Faculty

Waiver of tuition shall apply to both credit and continuing education classes for the adjunct faculty member only up to a maximum of one class per semester only during a semester in which the adjunct faculty member teaches.

For each semester of enrollment, a Tuition Waiver Form must be completed and the appropriate approvals must be obtained before a tuition waiver will be processed. When taking credit courses, a Free Application for Federal Student Aid (FAFSA) must also be completed with the Jefferson College school code, 002468, listed on the FAFSA.

If an employee is taking courses during the normal work day, a Request for Approval of Taking Classes form must be completed. Appropriate forms for tuition waiver and taking classes during the regularly scheduled workday are available in the Human Resources Office. The FAFSA is available on the web at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). More information regarding the FAFSA is available in the Financial Aid Office.

*Refer to Board Policy and Procedure II-019.*

## **Missouri Baptist University Tuition Waiver**

As part of the Memorandum of Agreement between Missouri Baptist University and Jefferson College, all full-time employees, spouses, and dependent members of the immediate family (so designated on the federal income tax return) shall be eligible for waiver of tuition benefits equivalent to those of Missouri Baptist University employees. Laboratory fees, books, or instructional supply costs shall not be included in the waiver.

## **Tuition Reimbursement**

It shall be the policy of the Board of Trustees that regular full-time faculty and staff members shall be eligible for financial assistance with the cost of approved College and university study directed toward improvement of their qualifications. Reimbursement of tuition or incidental fee expenses shall be available in an amount up to the semester hour cost for such courses if taken at the University of Missouri-Columbia. The following guidelines shall apply to study expense reimbursement:

1. Courses must be taken in a regionally accredited College or university and must be applicable toward a higher degree than the current highest degree of the faculty or staff member. Exceptions may be made if the study is specifically intended to improve the employee's qualifications for his/her current assignment.
2. Courses must be approved by the Vice President of Instruction prior to enrollment. Enrollment in courses by employees must not interfere with the employee's job performance or conflict with the employee's work schedule unless an alternate work schedule is approved by the supervisor in advance.
3. The maximum number of hours for which reimbursement may be made in any academic year is 18 semester hours (or the equivalent of 18 semester hours). Academic year in this context is defined as the summer, fall and spring semester. Courses must be taken within the academic year for which reimbursement is requested.
4. No employee may receive reimbursement for more than six (6) semester hours, or the equivalent, in any single semester (summer, fall, or spring). An employee may seek reimbursement for semester hours completed in preceding semesters of the same year if the total for the year does not exceed 18 and the request for reimbursement does not exceed six (6) in any semester (summer, fall, or spring).
5. All scholarships, grants, and/or third party tuition specific payments must be applied to tuition prior to using the tuition reimbursement benefit. When taking undergraduate courses, a Free Application for Federal Student Aid (FAFSA) must be completed before a tuition reimbursement will be processed. If financial aid is denied after the filing of the FAFSA, the employee will be exempt from filing the FAFSA in the future unless there is a dramatic change in personal financial conditions. An affidavit will be included with the tuition reimbursement form to declare whether or not a substantial financial change has taken place. If a substantial financial change is reported, a new FAFSA must be completed.
6. Payment shall be made after the course work has been completed and an official transcript or grade report has been submitted for the employee's file maintained in the Human Resources Office. For undergraduate courses, the Business Office verifies FAFSA information with the Financial Aid Office prior to processing the tuition reimbursement. Arrangements for an expense advance may be made with the Business Office as needed, but the advance will become a personal obligation of the employee to the College if the course is not completed.
7. When an employee's effective date of voluntary resignation, retirement or termination for cause is within one year of the end of the semester for which he/she was reimbursed or given an advance, the employee shall refund the College the total amount of any reimbursement or advancement for that academic year.

Also, when an employee's effective date of voluntary resignation, retirement, or termination for cause is within two years of the end of the semester for which he/she was reimbursed, the employee shall refund the College 50% of any reimbursement for that academic year.

For each semester of enrollment, a Tuition Reimbursement Form must be completed and the appropriate approvals must be obtained before a tuition reimbursement will be processed. When taking undergraduate courses, the employee must complete a Free Application for Federal Student Aid (FAFSA) and list the Jefferson College school code, 002468, on the FAFSA. If an employee is taking courses during the normal work day, a Request for Approval of Taking Classes form must be completed. Appropriate forms for tuition reimbursement and taking classes during the regularly scheduled workday are available in the Human Resources Office. The FAFSA is available on the web at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). More information regarding the FAFSA is available in the Financial Aid Office.

*Refer to Board Policy and Procedure II-020.*

## **Employee Discounts**

**Bookstore** – The Bookstore provides students with required textbooks, reference books, workbooks, manuals, and supplies at a reasonable cost. A used-book purchase and resale program is available to students and faculty. A courtesy discount of ten percent is given to faculty and staff members on all purchases from the bookstore over one dollar excluding software and sale merchandise.

*Refer to Board Policy VIII-016.*

**Child Development Center** – The children of Jefferson College students shall be given first priority, followed by children of faculty and staff. If vacancies still remain, children from the community shall be accepted on an order of registration basis. Employees receive a 25% discount for their dependents.

*Refer to Board Policy VII-011.*

**Food Services** – Food Service Consultants provide quality food at reasonable prices for employees and students of Jefferson College. Food Services employees work hard to accommodate each individual's food preferences and tastes to ensure satisfaction. A courtesy discount of 20% is given to full-time and part-time regular employees.

# **Windows and Microsoft Office Agreement**

Jefferson College has entered into a volume license agreement with Microsoft for Office 2013 Professional (which includes Word, Excel, Access, PowerPoint, Publisher, and Outlook) and for Windows 7 Professional (upgrade) to update instructional and office computers on campus.

As part of this agreement, the College can extend work-at-home rights on this academic license to its full and part-time faculty and full and part-time regular staff for the duration of the agreement, and for as long as the employee remains with the College.

The software can be purchased from the Bookstore with a Jefferson College Faculty or Staff Photo ID. The cost for each license is \$26.50, which includes the CD media and licensing information.

Future upgrades will be announced as they become available and can be purchased under the same guidelines. Purchases are limited to one per employee.

## **Compensation**

### **Certified Professional and Classified Professional Staff Salary Administration Plan**

#### **I. Basic Principles and Provisions**

- A. Jefferson College has a Salary Administration Plan to ensure the following:
  - 1. Fair and competitive wages. One goal of the Certified Professional and Classified Professional Staff Salary Administration Plan is to attract, retain and motivate quality employees by paying at a rate which reflects the relative difficulty of job duties and responsibilities.
  - 2. Compliance with mandated requirements. The plan is designed to ensure that the College's pay policies and practices comply with all applicable federal and state laws and regulations.
- B. Rates of pay are based on duties and responsibilities of positions as listed in job descriptions.
- C. The Office of Human Resources is responsible for administration of the Salary Administration Plans.

## II. Structure of the Salary Schedule

### A. Definitions

1. Regular Employee: Full-time and Part-time

A regular employee is an employee who occupies a position with the College that has a Position Identification Number (PIN). Regular employees may be part-time or full-time.

2. Salary Schedule: Grades and Steps

The salary schedule has grades and steps. A grade is a level on the salary schedule to which positions have been assigned as a result of a Job Classification Review of the position. Each grade has an established salary range. The salary range of a grade is based upon the general market range of comparable positions, a determination of the College's position relative to the marketplace, and the College's ability to pay.

A step is a lateral position within a grade on the salary schedule. The difference between full-steps is 3 percent. The difference between half-steps is 1 1/2 percent.

3. COLA (Cost of Living Allowance)

A COLA is defined as a fixed percentage increase to the entire salary schedule. The granting of a COLA is contingent upon the College's budget situation and the approval of the Board of Trustees.

4. Increments

An increment is an adjustment to employees' salaries by moving from one step to another. Increments may be granted as full increments or half-increments to employees who have been with the College as a regular employee for a full year or more.

A full increment is the difference between a full-step to the next highest full step (3 percent) or the difference between a half-step to the next highest half-step (3 percent). The granting of an increment is contingent upon the College's budget situation and approval of the Board of Trustees.

### B. Grandfathering

Employees hired prior to July 1, 1993, are grandfathered into the minimum educational and experience requirements of the position they occupy as determined by their initial placement in level and grade.

## C. Salary Schedule

### Non-Exempt Hourly Wages

Grade 3: \$10.16 - \$14.74

Grade 4: \$11.39 - \$16.53

Grade 5: \$12.76 - \$18.51

Grade 6: \$14.27 - \$20.70

Grade 7: \$16.00 - \$23.23

Grade 8: \$17.89 - \$25.95

Grade 9: \$20.07 - \$29.11

### Exempt Annual Salaries

Grade 8: \$39,309 - \$55,364

Grade 9: \$43,631 - \$61,450

Grade 10: \$48,001 - \$67,601

Grade 11: \$52,794 - \$74,354

Grade 12: \$58,077 - \$81,793

Grade 13: \$63,885 - \$87,333

Grade 14: \$70,265 - \$96,056

Grade 15: \$77,305 - \$105,682

Grade 16: \$85,026 - \$116,235

Grade 17: \$93,529 - \$127,858

Administrators: Salaries determined by Board of Trustees.

## D. Top Outs

When an employee has progressed laterally across the salary schedule to the end of the range for that grade, the employee's salary will be topped out unless a COLA is granted.

## **III. Classification Process**

A Job Classification Review establishes a position's grade assignment based upon factors related to the duties and responsibilities of the position. These factors include knowledge, experience, initiative, responsibility, job conditions and supervisory responsibilities. A reclassification is defined as an adjustment to the grade assignment of a position as a result of a classification review based upon significant changes in the duties and responsibilities of the position. A position description will be prepared and kept on file for all regular positions at the College. This description will be the written record summarizing the position's principal duties and responsibilities. A reclassification can result from a successful Job Classification Review process. The Job Classification Review process and Job Description Update process are as follows:



### Job Description Update

1. The Dean responsible for the position will initiate the request process. The existing job description will be revised using striking and italics to indicate modifications proposed. The “Request for Job Description Update or Job Classification Review” (RJDUJCR) form must accompany the revisions.
2. If the Dean is requesting a Job Description Update, the revised job description and the RJDUJCR form will be submitted to Human Resources. Job Description Updates may be requested as needed.
3. The Director of Human Resources will process the request and make appropriate updates to the job description.

### Job Classification Review

1. The Dean responsible for the position will initiate the process by obtaining approval from administration to subject the position to a Job Classification Review.
2. After approval, the Dean will submit the RJDUJCR form and appropriate documentation to the Director of Human Resources.
3. The Director of Human Resources will conduct the Job Classification Review. In most cases this will include analysis of the submitted documentation, or a “desk audit” of the employee’s duties and responsibilities.
4. The Director of Human Resources will present the findings of each Job Classification Review and a recommendation to the President.
5. The administration will make the final recommendation as to whether a change in classification is warranted.
6. The deadline for requesting a Job Classification Review shall be designated each year by the President.
7. Changes to a position’s grade as a result of a Job Classification Review become effective July 1 of each year.

### Placement on Salary Schedule

New employees will be placed on the Salary Schedule at Step 1 of the grade assigned to the position they will occupy. An advanced rate of pay equivalent to approximately a 1% wage increase per year of relevant experience above the minimum requirements for a position may be approved by the President upon recommendation of the Director of Human Resources in exceptional circumstances based upon exemplary qualifications of a candidate and/or the lack of qualified candidates willing to accept the position at the minimum of the salary range. The advanced rate will not exceed a Step 5A of the salary range.

### Market Sensitive Positions

There may be situations in which certain positions become market sensitive. That is, market conditions have created a situation in which it is not possible to attract and retain qualified employees in the assigned grade and within the above-stated procedures for placement on the Salary Schedule. In these exceptional circumstances an employee may be hired at a salary or hourly rate which reflects market conditions.

Market-sensitive hiring will be evaluated on a specific case basis and will be subject to the following procedures:

- Wherever possible, positions which are market sensitive will be identified prior to a hiring situation.
- Current market analyses to determine the appropriate salary range for the position will be conducted by the Office of Human Resources.
- President approval will be required prior to any employment action on all positions deemed to be market sensitive.

## **IV. Job Changes**

### Upgrades

If a Job Classification Review results in an increase in the grade of the position the employee occupies, the position will be assigned the new grade and the employee will move into that position at the new grade. The step placement for the employee will be the step that will result in an annualized salary increase of no less than 6 percent of the employee's old annualized salary. If the upgrade is effective concurrent with institution-wide increases awarded on July 1, the employee will receive those increases (COLA and/or step increases) in addition to the 6 percent increase resulting from the upgrade. That is, the employee's salary will be increased by 6 percent to the step closest to (but higher than) the 6 percent salary differential.

### Downgrades

If a Job Classification Review results in a decrease in the grade of the position the employee occupies, the position will be assigned the new grade and the employee will move into that position at the new grade. It is not the practice of Jefferson College to reduce an employee's salary due to the reclassification of the employee's position into a lower grade. This action is not considered a demotion, and the employee's existing salary shall be maintained. However, no additional steps or COLA's will be awarded until the employee's salary is appropriate for the lower grade.

### Promotions

A promotion is defined as the movement of an employee from one grade to a higher grade. Promotions can occur when an employee applies for and is selected as the successful applicant for a vacancy in a position at a higher grade. A promotion will result in the following actions:

1. The employee will be assigned to the grade of the new position to which the employee is promoted.
2. The step placement in the new grade will be the step that will result in an annualized salary increase of no less than 6 percent of the employee's old annualized salary. That is, the employee's salary will be increased by 6 percent to the step closest to (but higher than) the 6 percent salary differential. If the promotion is effective with institution-wide increases awarded on July 1, the employee will receive the 6 percent increase resulting from the upgrade and any institution-wide increases (COLA and/or step increases) on top of the adjustment.

### Demotions

A demotion is defined as the movement of an employee from a position in one grade level to a position in a lower grade. A demotion could occur as a result of continued poor performance, disciplinary action or employee initiated (voluntary) action. When an employee is demoted, the current salary may remain unchanged provided it does not exceed the salary range maximum of the lower position. If the individual's salary exceeds the maximum, it may be reduced to a level no higher than the maximum. The administration must approve exceptions to this policy. Only in exceptional cases will an employee not receive a salary reduction when a demotion takes place.

### Transfers (Lateral Moves)

A transfer is a change from one position to another within the same salary grade or a change from a position in one organizational unit to a position of equal grade in another organizational unit. Transfers will not normally result in a salary adjustment. An employee shall not be transferred to a new or revised position until the position has been described, evaluated and classified.

## **Temporary Salary Administration Plan**

Temporary employees are employees who are hired on the basis that their employment lasts for a limited time. The duration of their employment could be hours, days, or months depending on the needs of the College. Hours worked per week may vary. Temporary employees receive no College benefits.

### **Procedures**

A Temporary Staffing Request Form must be completed and forwarded to the Human Resources Office prior to the hiring of any temporary employee in any area of the college.

Most positions hired by the college on a temporary basis fit readily into a level based on qualifications and examples provided to describe each level. However, when the level is not evident, the Director of Human Resources will determine it with input from the supervisor of the hiring area. In any case, no commitment shall be made to any prospective employee until after the Director of Human Resources has been consulted.

Individuals hired to work on a temporary basis will be paid according to the Temporary Salary Administration Plan. The minimum hourly wage figure for the range will be paid to entry-level individuals. If necessary, temporary employees can be hired at the intermediate hourly salary figures up to the maximum for the level, based on experience, additional training or the inability to hire at the entry-level hourly wage. The hourly wage will be set or must be approved by the Director of Human Resources.

## **Temporary Employee Salary Schedule**

**Level 1:** Entry-level - \$7.65 – \$8.50

Qualifications: Ability to read, write, and perform basic mathematics (addition and subtraction). Able to follow directions. Perform routine clerical or maintenance helper-type duties.

Examples: File Clerk  
Mail Clerk  
Custodian  
Maintenance Helper

**Level 2:** Semi-skilled - \$8.00 – \$10.00

Qualifications: Skill in word processing, basic computer operations or maintenance trades; such as minor facility repair, groundskeeping, etc.

Examples: Receptionist  
Data Entry Clerk  
Weekend Building Maintenance  
Groundskeeper Helper  
Lifeguard

**Level 3:** Skilled General - \$8.75 - \$12.00

Qualifications: Proficiency in computer operation, secretarial and administrative support, general accounting, apprentice maintenance trades, etc.

Examples: Cashier  
Secretary  
Testing Supervisor  
Landscaper

**Level 4:** Skilled Technical/Para-professional - \$9.75 – \$15.00

Qualifications: Specialized training in computer operations, programming, laboratory procedures, journeyman maintenance trades, etc.

Examples: Executive Secretary  
Computer Programmer  
Lab Assistant  
Craftsman

**Level 5:** Professional - \$11.00 – \$15.00

Qualifications: Professional level training in an educational discipline or specialized work experience; supervisory capability.

Examples: Pool Supervisor  
ATS Substitute Teacher  
Continuing Education Instructor

**Level 6:** Professional II - \$12.50 – \$20.00

Qualifications: Specialized professional training in an educational discipline or specialized work experience; may require instructional certification.

Examples: ABE/GED Instructor  
Learning Center Instructor  
Continuing Education Instructor  
Literacy Coordinator  
Athletic Event Coordinator  
Professional Tutor

**Level 7:** Professional III - \$18.00 – \$38.00

Qualifications: Advanced professional training in an educational discipline or specialized work experience; may require instructional certification.

Examples: Academic Advisor  
Athletic Event Supervisor  
Law Enforcement Academy Instructor

### **Event/Special Project Fees**

Certain events or projects may require the hiring of personnel at one-time rates outside of the Temporary Salary Administration Plan. This would include projects which require exceptional skills or training, or when it is cost effective to pay an individual an hourly rate as opposed to engaging a consultant or contractor. In these situations, rates will be based upon current market rates and previous rates paid for the same jobs. Approval from Human Resources is required in advance.

*Refer to Board Procedure V-002.*

# Compensatory Time and Overtime

The College is in compliance with all state and federal regulations regarding the Fair Labor Standards Act and any subsequent amendments. The provisions of this policy and its companion procedure apply to all non-exempt employees of Jefferson College.

## Procedure

The provisions of this procedure apply to all non-exempt employees of Jefferson College including full-time regular employees, part-time regular employees, temporary employees and student workers, regardless of the source of funds from which paid.

## Definitions

1. *Non-exempt employee:* An employee in a position deemed non-exempt by the Fair Labor Standards Act and, therefore, subject to the overtime and compensatory time provisions of the FLSA. Non-exempt positions include those that have been so designated in the job classification process.
2. *Overtime:* Under FLSA, overtime is defined as hours actually worked over 40 in the standard workweek by a non-exempt employee. Overtime is paid at the rate of one and one-half times the employee's regular rate of pay for all overtime worked.
3. *Extra hours:* The hours in excess of 40, when hours actually worked during a workweek are fewer than 40, but total hours including paid leave exceeds 40.
4. *Compensatory time:* Compensatory time is leave time earned in lieu of pay for time worked beyond the 40-hour standard workweek. It is earned at the rate of one and one-half hours for every hour actually worked in excess of 40 hours in a workweek.
5. *Standard workweek:* The standard workweek is defined by Jefferson College as the period beginning at 12:00 a.m. on Sunday and extending through the seven-day period ending at 11:59 p.m. the following Saturday.

Activities should be planned, organized and scheduled so that work may be accomplished within the standard 40-hour workweek. No single work schedule applies to every department or all employees. Supervisors have the authority to determine the operational schedules for the various functions under their control and to make individual work assignments as necessary. When the work schedule must be changed, the supervisor will give as much advance notice as possible so that personal arrangements can be made to meet the scheduling requirements. Supervisors may adjust an employee's schedule to maintain a 40-hour workweek. Further, supervisors may adjust requests for paid vacation or personal leave to maintain a 40-hour workweek. All overtime and extra hours must be authorized in advance by the supervisor of the department. Overtime work is limited to that which is absolutely necessary. In circumstances such as emergencies or peak load

periods, supervisors are responsible for planning staffing requirements to minimize overtime work.

Non-exempt employees may not make unauthorized decisions to work overtime or extra hours. Working unauthorized time may subject the employee to disciplinary action. Similarly, the non-exempt employee may not agree, even voluntarily, or otherwise waive their rights to the FLSA's protection.

Individuals covered by this policy are required to complete a daily time record showing actual hours worked. Failure to maintain or falsification of such records may be grounds for disciplinary action. Supervisors are responsible for monitoring work hours of employees under their supervision and for ensuring that information reported on a timesheet and/or Web Time Entry is complete and accurate. This responsibility includes scheduling use of compensatory time by the employee.

When an employee, in a single workweek, works at two or more different jobs at the College for which different straight-time rates have been established, the rate to be used for paying the employee for any overtime worked is the weighted average of both rates. If there are two or more departments involved, the department where the overtime work occurred will be charged for the overtime hours. The appropriate supervisors are responsible for ensuring that total hours worked in a workweek are monitored and the employee is compensated in accordance with this procedure. Further, supervisors must notify Payroll Services of where the overtime should be charged.

Work in excess of 40 hours in the regular workweek will be compensated at the overtime rate of one and one-half times the employee's regular rate of pay for all overtime worked. Supervisors may require that full-time employees be compensated through compensatory time in lieu of overtime. Further, supervisors must notify Payroll Services when an employee is to be compensated through compensatory time in lieu of overtime.

The following guidelines apply to compensatory time:

1. An employee may not accrue more than 80 total hours of compensatory time for overtime hours worked.
2. An employee's request to utilize earned compensatory time must be approved by his/her supervisor. If an employee's absence would unduly disrupt the College's operations, the College retains the right to deny and/or postpone compensatory time usage. Further, a supervisor may schedule use of compensatory time by an employee. Effort will be made to schedule the compensatory time at a time mutually agreeable to the employee and supervisor.
3. Compensatory time should be exhausted before use of vacation and personal leave unless this action will result in a loss of vacation leave due to the accrual maximum.

4. Compensatory time must be taken before the end of the fiscal year during which it was accrued. Any compensatory time not taken within the fiscal year will be paid at the end of the fiscal year.
5. Any compensatory time in excess of the 80-hour accrual maximum will be paid at the time it exceeds 80 hours.
6. Jefferson College has the option of paying off accrued FLSA compensatory time at any time.
7. When an employee transfers to another position within the College, his/her compensatory time must be used or paid out.
8. Accrued FLSA compensatory time must be paid to the employee upon termination or to the employee's estate upon death.

In a situation where a non-exempt employee has not worked more than 40 hours in a workweek, but the total of hours worked and hours of paid holidays, paid inclement weather days, president's discretionary days, paid leave, etc. exceeds 40 hours, the employee will be compensated for the excess hours over 40 on an hour-for-hour basis at the employee's regular rate of pay, in addition to the regular pay for the pay period during which it was earned. Supervisors may adjust an employee's schedule and/or request for vacation or personal leave to maintain a 40-hour workweek.

*Refer to Board Policy and Procedure V-004.*

## **Faculty Salary Administration Plan**

### **I. Basic Principles and Provisions**

A. Jefferson College has a Faculty Salary Administration Plan to ensure the following:

1. Fair and competitive wages. One goal of the Faculty Salary Administration Plan is to attract, retain and motivate quality faculty by paying at a rate that reflects fair compensation, in consideration the College's ability to pay as determined by the Board of Trustees.
  2. Compliance with mandated requirements. The plan is designed to ensure that the College's pay policies and practices comply with all applicable federal and state laws and regulations.
- B. Faculty are designated as College faculty of Area Technical School faculty at the time of hire. The designation can only change upon written mutual agreement between the faculty member and the College.
- C. The Board of Trustees reserves the authority to approve the following:
1. Initial appointment;
  2. Reappointment;
  3. Dismissal;
  4. Awarding of increments;
  5. Withholding of increments;
  6. Promotions; and
  7. Awarding of tenure.

*Refer to Board Procedure IV-006.01.*



## II. Structure of the Full-Time Faculty Salary Schedule (FTFSS)

- A. The FTFSS is based upon a 9.5 month contract for services rendered during the academic year for two full semesters as determined by the academic calendar approved by the Board of Trustees. Faculty on contracts in excess of 9.5 months will have their salaries prorated accordingly.
- B. All faculty currently on a work year commitment of 166 days will receive one day of extra pay for each extra full day of required presence in excess of 166 days. This amount will be “additional compensation” over and above their base salary.
- C. For purposes of payroll calculation, the formula for computing the daily rate is base salary divided by 190 for employees on a 9.5 month contract.
- D. The amounts on the FTFSS can change as a result of the granting of a Cost of Living Allowance (COLA). A COLA is defined as an increase to the entire salary schedule. The granting of a COLA is contingent upon the College’s budget situation and the approval of the Board of Trustees.
- E. Increments are in-rank salary increases within the specified range for the assigned rank. Unless designated otherwise by the Board of Trustees, full increments are assumed to be 3% and half increments 1 1/2%. Increments may be awarded to full-time faculty who were employed as a full-time faculty member for the full previous contract year, contingent upon the College’s budget situation and approval of the Board of Trustees.
- F. The top of the salary range for the level of a faculty member represents the maximum base earnings unless the faculty member is promoted to the next level. The only exception to this could be the situation in which a faculty member is granted an additional \$1500 increase for earning a doctorate. The salary of the faculty member will be permitted to exceed the top of the range of the level of the faculty member by the amount earned.

*Refer to Board Procedure IV-006.01.*

## III. Full-Time Faculty Salary Schedule

- A. The salary schedule effective July 1, 2004 was developed based upon data collected from other two-year public community colleges in the St. Louis Standard Metropolitan Statistical Area.
- B. Salary Schedule

|                                |                     |
|--------------------------------|---------------------|
| Level I, Instructor            | \$42,975 – \$58,016 |
| Level II, Assistant Professor  | \$45,292 – \$65,674 |
| Level III, Associate Professor | \$49,820 – \$77,222 |
| Level IV, Professor            | \$57,292 – \$94,530 |
- C. Any faculty member receiving an earned doctorate shall receive a \$1500 increase to his/her salary for the next contract period. The doctorate must be confirmed prior to the first day of classes of the ensuing academic year in order to receive the additional salary for that contract year.

*Refer to Board Procedure IV-006.01.*

#### **IV. Initial Placement on Faculty Salary Schedule**

Initial placement of new full-time instructors shall be in accordance with the following:

1. Academic preparation base salary  
(Master's degree or equivalent preparation in a specialized field)  
In addition, initial placement on the salary schedule may take into consideration recognized levels of training beyond the master's degree by allowing an additional \$500 for the specialist degree plus an additional \$1500 for an earned doctorate.
2. Teaching experience \$100-\$500/year  
(community, junior and senior college, university, secondary school and departmentalized elementary school, business, industry, military and private)
3. Related experience. \$100-\$500/year  
(business, industrial, military and/or governmental experience related to a full-time faculty member's particular assignment at Jefferson College)
4. Supply and demand amount to be determined on an individual basis  
Special circumstances (e.g., critical shortages of qualified personnel) may necessitate an adjustment in the entrance salary of individual faculty.  
However, new employees shall not be recommended for placement beyond Level II.

NOTE: Faculty without prior teaching or equivalent job-related experience shall not be placed beyond Level I. Faculty with prior teaching or equivalent job-related experience may receive salary credit for up to ten years of such full time teaching or job-related experience but shall not be placed above Level II without special action by the Board of Trustees. Work experience counted as a part of the certification requirement may not be counted for both certification credit and salary credit.

*Refer to Board Procedure IV-006.03.*

#### **V. Promotions in Academic Rank**

A. Faculty promoted to the next highest level will receive an increase over the previous year's base salary as follows:

|                       |         |
|-----------------------|---------|
| Level I to Level II   | \$1,500 |
| Level II to Level III | \$2,500 |
| Level III to Level IV | \$3,500 |

B. If the College awards a COLA and/or increment for the year the promotion is effective, the faculty will receive the COLA and/or increment in addition to the increase for the promotion. The sequence of this is as follows: the promotion amount applied to existing salary, then the COLA is applied, then the increment is applied.

*Refer to Board Procedure IV-006.02.*

## **VI. Area Technical School (ATS)**

### **A. Definitions**

ATS faculty refers to faculty hired to teach exclusively ATS students. College faculty refers to faculty who were not hired to teach ATS students exclusively but who may teach ATS students as part of their workload.

### **B. Promotions**

All ATS faculty shall follow the same promotional criteria as other college faculty regarding promotion from level to level.

### **C. Compensation**

1. ATS faculty will be compensated based upon the Full-Time Faculty Salary Schedule.
2. Since compensation for all faculty is based on a work year commitment of 166 days, ATS faculty who are on a work year commitment of 181 days will receive 15 extra days of additional compensation at their daily rate over and above their base salary.
3. ATS faculty who work in excess of 181 days will receive one day of extra pay for each extra full day of work in excess of 181 days.

*Refer to Board Procedure IV-006.01.*

## **VII. Online and Interactive Television (ITV) Assignments**

### **A. Online and ITV Course Development**

A faculty member who develops a credit course to be offered online or via interactive television shall be compensated for the course credit hours at the overload rate or receive the course credit hours as release time, to be paid the first semester the course is offered and taught.

### **B. ITV Course Delivery**

A faculty member who offers a credit course via interactive television shall receive the course credit hours for load purposes, and one additional hour at the overload rate.

### **C. Web Page Development and Maintenance for ITV Courses**

A faculty member who develops and maintains a dynamic web page to accompany the interactive television course shall be compensated for one hour at the overload rate.

### **D. Class Size Enrollment Limits for ITV Courses**

The same class size enrollment limitations that pertain to non-electronic delivery shall apply to courses offered via interactive television.

### **E. Class Size Enrollment Limits for Online Courses**

Class size for online courses shall be set at 25 students or 20% less than its on-campus sections, whichever number is lower.

### **F. Online Teaching Load**

The online teaching load of a faculty member shall be no more than 50% of his/her regular load per semester. Any exceptions must be approved by the President.

### **G. Approval Process for New Courses Offered Online or via ITV**

New courses developed and offered online or for interactive television delivery shall follow all existing College policies and procedures for approval.

*Refer to Board Procedure IV-010.*

## **VIII. Extra Employment (Overload)**

A. Full-time faculty members have the right to decline an overload assignment. Extra opportunity employment compensation for full-time faculty members are as follows:

|           |                       |
|-----------|-----------------------|
| Level I   | \$665 per credit hour |
| Level II  | \$695 per credit hour |
| Level III | \$725 per credit hour |
| Level IV  | \$760 per credit hour |

B. Assignments of overload are not to exceed 24 load hours per each fall and spring semester. In case of an emergency, the President may approve exceptions.

*Refer to Board Procedure IV-006.01.*

## **IX. Summer Session Appointments**

A. Summer session teaching assignments shall be made available on the basis of need relative to the overall instructional program of the College. Assignments to the summer session shall be made on the basis of the following criteria:

1. the faculty member's qualifications to teach specific courses; and
2. the faculty member's desire to accept a teaching assignment.

*Refer to Board Procedure IV-002.06.*

B. Summer Session Pay Schedule

|           |                       |
|-----------|-----------------------|
| Level I   | \$702 per credit hour |
| Level II  | \$737 per credit hour |
| Level III | \$781 per credit hour |
| Level IV  | \$859 per credit hour |

*Refer to Board Procedure IV-006.01.*

## **X. Other Appointments and Special Compensation**

A Semester Hour shall consist of a minimum of seven hundred fifty (750) minutes (for example: 15 weeks times 50 minutes per week) of classroom experiences such as lecture, discussion, or similar instructional approaches, or a minimum of 1500 minutes of such experiences as laboratory, studio or equivalent experiences. Both of the above are exclusive of registration and final examination time. Furthermore, a Contact Hour shall consist of fifty (50) minutes of actual instruction time, exclusive of passing periods and "break" times.

Faculty who do not have a full-time day load during the regular semester may be assigned courses at other times as deemed necessary as part of their regular load. It is the practice of the College to give Jefferson College faculty members first option for extra work in these areas before seeking instructors from other sources. Assignments shall be made on the basis of the following criteria:

- a. The faculty member's qualifications to teach a specific course.
- b. The faculty member's desire to accept other appointments for extra compensation.

Faculty may teach courses for extra compensation at a rate set forth by the Board of Trustees.

The appropriate Dean, with approval of the Vice President of Instruction and the President, shall be responsible to affix the compensation for teaching special courses, such as short courses, workshops, non-credit courses, etc.

Faculty members whose regular assignment, during the fall and spring semesters combined, generates more than 800 student credit hours shall receive overload credit according to the following schedule:

|           |                        |
|-----------|------------------------|
| 801-825   | ½ hour extra credit    |
| 826-850   | 1 hour extra credit    |
| 851-875   | 1 ½ hour extra credit  |
| 876-900   | 2 hours extra credit   |
| 901-925   | 2 ½ hours extra credit |
| 926-950   | 3 hours extra credit   |
| 951-975   | 3 ½ hours extra credit |
| 976-1000  | 4 hours extra credit   |
| 1001-1025 | 4 ½ hours extra credit |
| 1026-UP   | 5 hours extra credit   |

If the faculty member's total teaching load for the academic year is no more than thirty (30) semester hours, the credit hours generated by the faculty member shall be totaled and compared to the above scale to determine eligibility for extra pay.

If the total teaching load (regular and extra classes) is more than thirty (30) semester hours, the total credit hours generated shall be divided by the total number of semester hours taught by the faculty member and the result so obtained multiplied by thirty (30). The product of this calculation shall then be compared to the above scale to determine eligibility for extra pay.

Courses taught by mass media shall not be used to either increase or decrease the faculty member's eligibility for extra pay under the provisions of this section.

*Refer to Board Procedure IV-002.07.*

## **XI. Adjunct Assignments**

Adjunct teaching assignments will not exceed 18 semester hours in an academic year (August through May) and will not exceed 9 semester hours in any semester. The President will make exceptions as necessary.

The adjunct faculty pay rate is \$660 per credit hour.

The rate of pay for retired full-time faculty teaching in an adjunct capacity during the fall or spring semester is the extra employment compensation (overload) rate as

approved by the Board according to the level (I-IV) at which the faculty member retired. For adjunct teaching assignments during the summer semester, the rate of pay will be at the applicable summer session rate according to the level at which the faculty member retired as approved by the Board.

*Refer to Board Procedure IV-006.04.*

## **Pay Period**

All paychecks and direct deposits are issued on the last banking day of each month.

Each paycheck for full-time faculty on an academic year contract is for 1/12 of the contract rate. Faculty members serving on a 9.5 month contract may receive balance-of-contract payments following the close of the spring semester and after all obligations to the College have been fulfilled by notifying the Payroll Department of their wishes prior to March 30.

Salary payments for adjunct/overload assignments are as follows:

- Fall semester is paid in four installments, September through December
- Spring semester is paid in four installments, February through May
- Summer semester is paid in two installments, June and July
- Intersession is paid in one installment in June

*Refer to Board Policy II-013.*

## **Payroll Deductions**

### Standard Deductions

- Federal and state withholding taxes will be deducted on the basis of information furnished by the employee on Forms W-4 or W-4a.
- Social Security and Medicare deductions are made in accordance with federal law and the requisite matching is made by the College.

*Refer to Board Procedure V-002.*

### Additional Deductions

Requests for new payroll deduction annuity and/or insurance programs will be accepted only if a minimum of ten percent of eligible College employees request such coverage and enroll in the program.

Payroll Services will make payroll deductions of membership dues to professional education associations provided the number of such requests for a single organization equals twenty or more employees. Written authorization to make such deductions must be filed by the employee with Payroll Services prior to September 1 of the academic year to which the deduction request shall apply. Forms for deduction requests are available in the Payroll Department.

*Refer to Board Policy II-013.*

# Instructional Employee Policies

## Responsibilities of Instructional Employees

### Full-Time Faculty

The full-time faculty at Jefferson College generally have a workweek of 35-40 hours of which 15 hours are scheduled for instruction, and 10 hours are scheduled for office hours. Given the diversity of faculty schedules (clinicals, laboratories, rehearsals, studios, etc.) which require additional contact hours, and the variety of institutional commitments beyond the 25 scheduled hours, it is clearly understood by all parties that faculty work activities exceed the scheduled hours, and that some of these additional hours are performed both on and off campus. In addition, all parties recognize that a flexible five-day workweek (5 of 7 days) expectation is reasonable. Modification to the five-day workweek for faculty with unusual regular day and night class schedules will require written approval of the president. In addition, each full-time faculty member shall:

1. be responsible to the division chair or program director and the appropriate academic dean;
2. carry out the policies developed by the Board of Trustees as interpreted and executed by the administration;
3. teach classes assigned by the appropriate dean and division chair or program director;
4. prepare and file with the division chair or program director course syllabi for new and revised courses and follow, within reason, such guides for courses already established;
5. prepare and file with the division chair or program director a list showing the author, title, publisher, date of publication, and list price, if known, of all textbooks, required readings, workbooks, or manuals which students must purchase for their courses;
6. prepare and file with the division chair or program director a bibliography of library books required for use in each course;
7. prepare requests for instructional materials, such as books, maps, audio visual aids, and supplies, and submit them to the division chair or program director when requested for the purpose of budget planning;
8. keep accurate records of class attendance and grades of students and submit them to the Registrar;
9. attend faculty meetings and Commencement;
10. develop a 10-hour weekly office hour schedule appropriate to the attendance hours of students taught and maintain regular office hours for the convenience of students who desire advice or consultation;
11. secure approval of the dean for the office hour schedule and provide a copy of the schedule for the dean and the division chair or program director;

12. serve as directed on such institutional committees as may be established with a requirement to serve on one committee annually (voluntary service on additional committees and positions of leadership may be applied toward the professional development system);
13. promote student participation in extracurricular activities;
14. be available at appropriate times to advise students;
15. be responsible for meeting and maintaining all teacher certification requirements as may be applicable and required by the state;
16. continue professional improvement through reading and study and by participation in the activities of professional organizations;
17. assist in keeping the public well informed as to the progress and development of the College;
18. utilize available test scores and records as needed to become familiar with the problems and capabilities of students;
19. cooperate with the administration in conducting research;
20. assume responsibility for enforcing College rules and regulations as related to student conduct; and
21. perform other duties as may be assigned by the division chair or the program director and the appropriate dean.

*Refer to Board Procedure IV-001.02.*

## **Adjunct Faculty**

Adjunct Faculty are employed for the duration of the teaching assignment as specified in the contract, and employment beyond the termination date specified in the contract is neither expressed nor implied. Adjunct teaching assignments will not exceed 18 semester hours in an academic year (August through May). The President will make exceptions as necessary.

Each Adjunct Instructor shall:

1. be responsible to the division chair or program director and the appropriate academic dean;
2. carry out the policies developed by the Board of Trustees as interpreted and executed by the administration;
3. teach classes assigned by the appropriate dean and division chair or program director with the load not to exceed 18 hours (August through May);
4. prepare and file with the division chair or program director course syllabi for new and revised courses and follow, within reason, such guides for courses already established;
5. prepare and file with the division chair or program director a list showing the author, title, publisher, date of publication and list price, if known, of all textbooks, required readings, workbooks, or manuals which students must purchase for their courses;
6. prepare and file with the dean or program director a bibliography of library books required for use in each course;



7. prepare requests for instructional materials, such as books, maps, audio-visual aids, and supplies, and submit them to the division chair or appropriate dean when requested for the purpose of budget planning;
8. keep accurate records of class attendance and grades of students and submit them to the Registrar;
9. promote student participation in extracurricular activities;
10. be responsible for meeting and maintaining all teacher certification requirements as may be applicable and required by the state;
11. continue professional improvement through reading and study and by participation in the activities of professional organizations;
12. assist in keeping the public well informed of the progress and development of the College;
13. utilize available test scores and records as needed to become familiar with the problems and capabilities of students;
14. cooperate with the administration in conducting research;
15. assume responsibility for enforcing College rules and regulations as related to student conduct;
16. perform other duties as may be assigned by the division chair or the program director and the appropriate dean.

*Refer to Board Procedure IV-001.03.*

## **Contract for Full-Time Faculty**

It shall be the policy of the Board of Trustees that all full-time college faculty members appointed for the academic year shall be on 166 day contracts, wherein 150 days are for instruction, 5 days of orientation prior to the fall semester, 8 days of final exams, 1 day for commencement, 1 day for staff development and 1 day in the spring semester as an "office day." The day for staff development (in-service day) will be held in the fall and content should be mutually developed by faculty and administration. The office day is considered a required work day; however, faculty are free to work, plan, grade, etc., at his/her choosing.

For full-time faculty in the Area Technical School, the appointment for the academic year shall be on 181 day contracts, wherein 175 days are for instruction, 5 days of orientation prior to the fall semester, and 1 day for commencement. All full-time faculty are subject to recall for duty on the beginning date specified in their contracts. Assignments covering a longer period of time shall be specified in the contract and require approval of the College President and the Board of Trustees. Faculty are granted such holidays as are designated by the Board of Trustees and included in the College calendar.

*Refer to Board Policy IV-002.02.*

## **Contractual Obligations - Meetings and Committee Assignments**

The contractual obligations of all contractual personnel include service on committees as assigned, attendance at all meetings called by the President or designated representative unless exception is made in the announcement of said meetings.

*Refer to Board Procedure IV-002.08.*

## **Appointment of Faculty**

### **Types of Appointments**

Continuing Appointment - A continuing appointment shall be a full-time appointment to the teaching faculty for an indefinite period which once granted, shall not be affected by changes in assignment and shall continue until retirement or until terminated in accordance with the regulations set forth under Section IV-005. Continuing appointments shall be made only for teaching assignments and shall not cover staff positions or coaching of athletic teams. Instructors who do not meet the minimum qualification of a master's degree in the subject matter field for assignments in transfer programs or hold a valid vocational certificate for assignments in vocational-technical programs shall not be eligible for continuing appointment. Valid certificates, where required, must be maintained through the period of tenure on the Jefferson College faculty.

Term Appointment - A term appointment shall be an appointment to the faculty for a specified, limited period which, except as otherwise provided, shall automatically expire at the end of that period, unless terminated earlier in accordance with the regulations set forth under Section IV-005. Full-time members of the faculty shall be granted term appointments during the probationary period.

Non-Tenure Track Library Faculty – The non-tenure track library faculty appointment applies to those appointed to full-time library positions that require the minimum qualification of a master's degree in library science. Continuation of employment shall be based on performance of primary responsibilities as stated in the job description. The non-tenure track library appointment is not eligible for faculty promotion and rank.

Temporary Appointment - A temporary appointment shall be granted to a faculty member to address a special, short-term staffing need.

Temporary appointments may be made for any other type of assignment when mutually agreed to by the faculty member and the Board of Trustees, but shall not be used as a regular means to circumvent term appointments for instructors who may otherwise be eligible to pursue tenure status.

Temporary appointments may be made for one year or less but may be renewed, as needed, at the discretion of the Board of Trustees. Temporary appointments may be terminated during the term of a contract if such termination is in accordance with the provisions of Section IV-005 of the regulations. Credit toward tenure shall not be granted for temporary appointments. A temporary appointment, expressly stated to be such, shall be sufficient notice that the faculty member shall not be recommended for reappointment at the end of the appointment period.

Terminal appointment - A terminal appointment shall be for the purpose of notifying a faculty member of the intent to non-reappoint. A terminal appointment, expressly stated to be such, shall be sufficient notice that the faculty member shall not be recommended for reappointment at the end of the terminal appointment period. This appointment may be terminated earlier in accordance with the regulations set forth under Section IV-005.

*Refer to Board Procedure IV-002.01.*

## **Method of Appointment**

The Board of Trustees shall make all appointments after receiving the recommendations of the President of the College.

*Refer to Board Procedure IV-002.02.*

## **Conditions of Appointment**

Persons without teaching experience - Initial appointment shall be a term appointment for one academic year. The maximum period on term appointment for a member of the full time faculty shall not exceed five years. A continuing appointment shall not be automatic after the five year maximum on term appointment but, when granted, shall be the result of specific action to grant such appointment by the Board of Trustees.

Persons with previous teaching experience - Credit toward the five year maximum period on term appointment may be granted by the Board of Trustees to a person who has had previous teaching experience. A maximum of two years credit may be granted toward the five year maximum. When granted, such credit shall be equal to not more than one year of credit for each two years of previous teaching experience.

Non-reappointment - The non-reappointment of any member of the full-time teaching faculty on term appointment shall carry no implication that either her/his work or her/his conduct has been unsatisfactory. For this reason, it shall not be necessary for her/his immediate supervisor to provide her/him with any statement of causes or reasons for not recommending reappointment.

Notice of non-reappointment - A member of the full time teaching faculty who is not to be recommended for reappointment at the end of any term of appointment shall be notified in writing prior to April 15 of the year in which the recommendation of non-reappointment is made. A full time member of the

teaching faculty who has completed at least four years of service credited toward tenure shall be notified by April 15 of the year prior to the year in which the recommendation of non-reappointment will be made. No reappointment may take place without formal action by the Board of Trustees.

*Refer to Board Procedure IV-002.03.*

### **Notice of Appointment**

The Director of Human Resources shall notify the appointee of the action of the Board in making the appointment. Such notice shall include whether the appointment is temporary, term, continuing, or terminal and shall also include a statement specifying the appointee's tenure status. If the appointment is a terminal appointment, a statement to that effect shall be included as a part of the notice of appointment.

*Refer to Board Procedure IV-002.04.*

### **Supervision and Retention**

Throughout the period that a member of the full-time teaching faculty is on term appointment, supervision shall be conducted in a constructive manner designed to help the individual realize his/her highest potential. Evaluation reports shall be reviewed regularly by the Dean with probationary instructors in order that the probationary instructor may be aware of her/his progress toward tenure.

A faculty member on term appointment shall be retained only if the President of the College reports to the Board of Trustees that the faculty member, based upon written evaluation reports and supervisory observation, is demonstrating that he/she has reached a level of professional competence which should ultimately justify tenure status.

At least once each year, written evaluation reports shall be made of the performance of all full-time faculty members, whether on temporary, term, or continuing appointment. The evaluations shall be made by the appropriate Dean and shall be filed in the Human Resources Office.

*Refer to Board Procedure IV-002.05.*

### **Guidelines for Determination of Faculty Work Loads**

- a. A full-time teaching load for faculty shall be a minimum of thirty (30) credit hours per academic year and pro-rated for contracts other than 9.5 month. Faculty shall be granted the same load credit for classes taught as the semester hour credit granted to students except as specified hereafter.
- b. Assignments of overload assignments are not to exceed 24 load hours per each fall and spring semester. In the case of an emergency, the President may approve exceptions. Overload assignments will be made collaboratively, involving the faculty member, Division Chair and/or instructional Program Director, and appropriate Dean. Final approval for such assignments will

- be made by the appropriate Dean according to the following: Faculty assigned overload must be meeting their contractual obligations per Board Policy and Procedure IV-001.02 Duties and Responsibilities of Full Time Faculty and must be making satisfactory progress toward Promotion in Rank per Board Policy and Procedure IV- 006.02 Promotion in Rank; Level 4 faculty must be meeting Level 4 expectations per the same policy and procedure (IV-006.02).
- c. Faculty teaching studio courses in music and art, physical education activity classes, science laboratory, nursing clinical and vocational shop-type classes may have their work load calculated in contact hours rather than credit hours. In such assignments, the workload shall be twenty-four (24) contact hours per week.
  - d. Faculty teaching regular high school level vocational programs through the Area Technical School (e.g., Building Trades, Food Services, etc.), shall be considered to have a full teaching load.
  - e. Faculty whose assignments include both classroom lecture courses and non-classroom or contact hour assignments may have their workloads calculated by prorating the types of assignments.
  - f. Faculty shall be entitled to have their workload calculated by credit hours, contact hours, or a combination of the two - whichever method is more favorable to them within the provisions of these guidelines.
  - g. Faculty whose classes are distributed disproportionately between fall and spring semesters shall have their loads calculated after the census date of the spring semester and any extra compensation due shall be paid during the spring semester.
  - h. Faculty not assigned to fifteen (15) credit hours or the equivalent contact hours as designated in these guidelines shall be given additional responsibilities commensurate with their professional training.
  - i. Additional hours beyond the prescribed teaching assignment shall be scheduled by faculty for institutional service, conferences, and student advisement.
  - j. Faculty whose classes include the regular use of para-professional or guest lecturers, or who teach classes on an independent study basis, shall have their workloads individually determined.
  - k. It shall be the responsibility of the faculty to prepare and submit to the Dean each semester, as appropriate, a request for any extra pay to which they are entitled. Forms for the request shall be supplied by the Dean.
  - l. Courses taught and student credit hours generated, for purposes of determining faculty work loads, shall be calculated as of the official census date of each term or course. The official census date shall be the last day of the fourth week of classes during the fall and spring semester, and at the end of the first quarter (1/4) of the total scheduled time for summer classes or off-schedule courses.

*Refer to Board Procedure IV-002.09.*

## Tenure Regulations

The Board of Trustees of Jefferson College subscribes to the philosophy that an institution of higher education is conducted for the common good. The Board further believes that the common good depends upon the free search for truth and its free exposition. It shall be the policy of the Board of Trustees that the following regulations which are designed to protect academic freedom and tenure and the regulations are for the benefit of all who are involved with, and/or affected by, the policies and programs of the institution.

1. A member of the full-time teaching faculty under continuing appointment shall have permanent or continuous tenure, subject to termination only for cause, for retirement in accordance with Board retirement regulations, or under extraordinary circumstances because of low enrollment or financial exigencies within the institution.
2. If there is reason to believe that the low enrollment or financial exigencies are of a temporary nature, the Board of Trustees may, at its discretion, place on leave of absence as many faculty members as may be necessary because of decreased enrollment or financial exigencies. In placing faculty members on leave, the Board shall be governed by the following:
  - a. No faculty member on continuing contract shall be placed on leave of absence while probationary instructors are retained in positions for which the tenured faculty member is qualified.
  - b. Tenured faculty members shall be retained on the basis of seniority and merit within the field of specialization.
  - c. No appointment of new faculty shall be made while there are available faculty members on unrequested leave of absence who are properly qualified to fill such vacancies.
  - d. Placement on leave of absence shall not impair the right of the faculty member to engage in teaching in another institution or to pursue another occupation during the period of such leave.
  - e. The leave of absence shall not impair the right of a faculty member to a continuing contract upon return to active teaching duty within the College.
  - f. The leave of absence shall continue for a period of not more than three years unless extended by the Board.
3. No person shall lose any tenure rights already acquired if granted a leave of absence, if promoted, or if he/she accepts appointment to an academic staff position other than full-time teaching, or to an administrative position, unless the appointment is subject to the expressed condition that she/he release or waive any such tenure rights.
4. The removal of any person from an administrative position shall not impair his/her tenure rights, if any, as a member of the teaching faculty.

*Refer to Board Policy IV-003.*

## **Amendments**

These regulations shall be subject to amendment by the Board of Trustees. The President of the College shall transmit proposed amendments from whatever source to the Faculty Senate for consideration and this Committee shall present its recommendations to the College full-time faculty for consideration and further recommendations. The recommendations of the Faculty Senate and the full-time faculty shall be reported to the President of the College.

## **Legal Effects of Tenure Regulations**

These regulations are a statement of policy within the limits of which the Board of Trustees expects to exercise the powers vested in it, but these regulations shall not impair, or be taken to waive, any powers now or hereafter vested in the Board under the Laws of the State of Missouri.

*Refer to Board Procedure IV-003.*

## **Committee on Tenure Appeals**

During the second semester of each academic year, the Vice President of Instruction shall direct the faculty to select seven of its members to serve on a Committee on Tenure Appeals for the following academic year. The Committee shall be composed of members of the full-time teaching faculty who are on continuing appointments. The Committee on Tenure Appeals shall be responsible for conducting hearings on matters relating to the administration of the tenure policy adopted by the Board of Trustees.

*Refer to Board Policy and Procedure IV-004.*

## **Termination for Cause**

It shall be the policy of the Board of Trustees that grounds for the termination of continuing faculty for cause be developed and published in the Board of Trustees Procedures Manual, that the respective procedures for due process be specified and published, and that both the grounds for termination for cause and the due process procedures be in compliance with the Laws of the State of Missouri as specified in RSMo 168.071 - RSMo 168.126.

## **Grounds for Termination**

The services of a member of the full-time faculty may be terminated at any time for cause, which shall consist of any one or more of the following:

1. Physical or mental condition which results in the employee being unable to perform the essential functions of his/her job with reasonable accommodations (when required under federal and/or state law), or posing a direct threat of harm to others.
2. Immoral conduct which contradicts the professionalism of higher education.
3. Incompetency, inefficiency, or insubordination in the line of duty; insubordination is defined as the refusal to obey a lawful directive of a supervisor or superior.

4. Violation of, or failure to obey, the laws of the State of Missouri, or the policies or procedures of the College.
5. Excessive or unreasonable absence from performance of duties, which does not include absences allowed by College leave policy.
6. Conviction of a felony or a crime involving moral turpitude; or falsifying any information supplied to the Community College District, including but not limited to, information supplied on application forms, employment records or any other College records.
7. Sexual harassment.

In determining the professional competency and/or efficiency of a member of the full-time teaching faculty on continuing appointment, consideration shall be given to the following:

1. Written job description
2. Written performance evaluation reports
3. Adherence to or compliance with Board of Trustees published policies and procedures pertaining to full-time faculty
4. Other relevant written documentation provided by the employee

This does not preclude the non-reappointment of faculty other than tenured faculty without cause. No appointee shall be removed from any position on the faculty if charges against her/him are in violation of the principles of academic freedom adopted by the Board of Trustees.

*Refer to Board Policy IV-005.*

The following procedural steps are to be used when there is an issue about whether a full-time faculty member should be terminated. While legal requirement should be met, the intent of these procedures is to establish simple steps to ensure the fair treatment of all parties involved. These procedures apply to the following situations:

- Non-reappointment of a tenured faculty member
- Termination of a tenured faculty member
- Mid-year termination of a probationary or temporary faculty member (i.e. prior to the end of the appointment period).

They do not apply to the non-reappointment of a faculty member on a term, temporary, or terminal appointment.

### ***Step 1: Investigation***

When a faculty member's teaching is clearly unsatisfactory or where there is evidence that a faculty member's conduct is such that he/she should not continue to be employed, the administration and Director of Human Resources have an obligation to investigate. It is the responsibility of the Director of Human Resources, in conjunction with the appropriate administrator(s), to promptly look into the situation and make a written report regarding the circumstances to the President of the College.



### ***Step 2: Attempt at Resolution***

If, after reviewing the report, the President of the College agrees that the faculty member should be disciplined or terminated, the President of the College (or his/her designee) and the Human Resources Director shall meet with the faculty member and his/her representative to determine if a mutually agreeable disposition of the matter can be reached.

### ***Step 3: Formal Proceedings/Board of Trustees***

If no mutually agreeable disposition can be reached, formal charges shall be brought before the Board of Trustees. Such proceedings shall be initiated by the President of the College, giving the faculty member written notice of a hearing and the charges. The faculty member shall remain in his/her position during the formal proceedings unless suspended by the President of the College. Such suspension shall be with pay unless the Board of Trustees decides otherwise.

- a. The notice shall provide that a hearing shall be held before the Board of Trustees on a particular day and at a certain time and place; that the individual in question may be present with or without an advisor or attorney; and that he/she may present witnesses and other evidence on his/her behalf and may question witnesses presented by the College.
- b. Unless otherwise agreed upon by the parties, the notice and charges must be received by the employee at least ten (10) calendar days prior to the hearing.
- c. Should the individual in question not appear for the hearing, the disciplinary action proposed may be imposed by the Board without a hearing. Should the individual in question or his/her representative request additional time in which to prepare, the Board of Trustees, at its discretion, may grant such additional time and continue or postpone the hearing to another day and time.
- d. The hearing shall be conducted at the time and place called for in the notice or at the postponed time, if additional time is granted. The President of the Board of Trustees shall preside at the hearing unless the Board decides otherwise. Such hearing shall not be public and either party may ask that witnesses be present only during the time of their testimony. A recording shall be made of the hearing proceedings and a copy shall be made available to the employee whose discipline is in question.
- e. Formal legal rules of evidence need not be followed, and the Board President or other presiding officer shall determine what evidence may or may not be presented. The proper College official(s) or representative/attorney shall present the institution's position. The faculty member or his/her representative shall have the right to question any witness called by the College, just as the College's representative may question any witness called by the faculty member.
- f. At any time during the proceedings, any member of the Board of Trustees may question any witness or call for a point of order to be clarified.

- g. After testimony has been presented and each side has concluded its presentation, the Board of Trustees shall retire to review all information submitted and render a determination. The decision, which shall be in writing, shall be made no more than thirty (30) working days from the date of the Board hearing.
- h. The decision of the Board of Trustees is final.

*Refer to Board Procedure IV-005.*

## **Procedures for Application for Continuing Appointment (Tenure)**

1. Any full-time faculty member who has completed four (4) continuous years of teaching/service at the College and who has been rehired for a fifth year on other than a terminal contract may be considered for a continuing appointment. If granted, the continuing appointment will begin at the start of the sixth year of service.
2. The applicant for a continuing appointment (tenure) will submit an application letter requesting a review and consideration. The letter will be directed to the appropriate Division Chair and/or instructional Program Director. Applications will only be accepted during September of the applicant's fifth year of employment.
3. Documentation of accomplishments relative to the general standards for appointment must be attached to the letter. In all but the most extraordinary circumstances, documentation will consist of performance reviews, minutes from meetings of institutional committees, student advising schedules, etc. This should not entail generation of new documents but rather a gathering of existing documents.
4. Between October 1 and June 30, the following procedures will be followed:
  - a. The application and all documentation shall be carefully reviewed by the appropriate Dean and then by the Vice President of Instruction, who will forward a recommendation to the College President. The Vice President of Instruction shall meet with the applicant to discuss the decision. The recommendation should be made to the College President not later than March 1. The Board of Trustees normally considers the recommendation at its regular March meeting.
  - b. If the decision is to not recommend a continuous appointment, the applicant may choose to appeal the matter to the Committee on Tenure Appeals, which will review the matter in accordance with Procedure IV-004. The appeal should be concluded, and the report delivered to the College President by May 30.
  - c. Following a review by the Committee on Tenure Appeals, the College President shall forward the administration's recommendation to the Board of Trustees. Any report of the Committee on Tenure Appeals shall also be forwarded to the Board of Trustees.

- d. On or before June 30, the Board of Trustees will consider the matter and will grant or deny the continuing contract to the applicant. The decision of the Board of Trustees is final.

*Refer to Board Procedure IV-003.01.*

## **Promotion in Academic Rank System (PARS)**

The Promotion in Academic Rank System applies only to full-time instructional faculty, whose major assignment is in the classroom.

### **I. Purpose and Scope**

The purpose and scope of the Promotion in Academic Rank System are consistent with the Mission, Values, and Vision of the College; therefore, promotions will not be awarded automatically through this system, but shall be made in recognition of professional growth and outstanding service. The Promotion in Academic Rank System shall:

- Encourage professional growth
- Encourage outstanding service to students, to the College, and to the community
- Emphasize effective teaching and learning, institutional service, scholarly endeavors, and community service (See Criteria for Professional Growth and Service A through D).
- Combine professional growth and service, graduate credit, related work experience, and time in grade as the criteria for movement on the salary schedule and rank designation
- Allow for individual choice and departmental need
- Recognize the accomplishments and contributions of faculty members

### **II. Faculty Employment Expectations and Promotions**

#### **A. Performance Reviews Expectations**

The promotion system will enable the faculty member to achieve professional progress through continuing coordination with his/her Division Chair and/ or instructional Program Director. When combined with the faculty member's annual performance review and the requirements for professional growth and development, levels of promotion and monetary advancement apply.

For the annual faculty performance review, faculty is expected to:

1. Submit an annual self-assessment of performance during the current contractual period including information regarding the following areas:
  - a. Development, changes, innovations, made in the classroom along with assessment of results.
  - b. Teaching and Learning Activities
  - c. Institutional Service
  - d. Scholarly Endeavors
  - e. Community/ Civic Service
  - f. Summary of Student Feedback

- i. For faculty on term appointment, this will be based on student evaluations which the faculty administer in all classes taught.
  - ii. For faculty on continuous appointment, this will be based on student evaluations faculty administer in at least one class a semester.
  - iii. Additional evaluations may be administered as need is determined. Student evaluations from the previous Spring and Fall semesters will be used for each annual review.
- g. Goals for the coming year
2. Schedule a classroom observation with the Division Chair and/or instructional Program Director (non-tenured faculty and those undergoing Institutional Assessment).
  3. Schedule an annual performance review meeting with Division Chair and/or instructional Program Director to be held prior to May 1.
  4. Maintain a file of annual performance reviews and self-assessments that will provide documentation for consideration upon faculty member's request for continuing appointment.

#### B. Eligibility for Promotion

When the faculty member has been credited with four years of progress toward promotion and met the educational requirements for the next level, he/she is eligible for promotion. The faculty member will file a letter of application for promotion with his/her Division Chair and/or instructional Program Director by March 1 and attach to it a report of his/her professional development and service covering the period since his/her last promotion, including an estimate for the rest of the year. Emphasis should be on quality and results, not on time spent or number of activities. The report should address the minimum qualifications for promotion and academic rank.

The Division Chair and/or instructional Program Director is responsible for recommending the promotion to the Dean who is responsible for recommending the promotion to the Vice President of Instruction, who will recommend to the President. Upon his or her concurrence, the President will present the application for promotion to the Board of Trustees for action. In the event that the application for promotion is denied, the faculty member may use the Grievance Procedure.

#### **Minimum Qualifications for Promotion and Academic Rank**

Promotion in level and rank is a product of outstanding service to the College and the community it serves, additional study, additional work-related experience, and continued PARS including but not limited to participation in well-defined professional organizations, such as MCCA, MVA, NISOD, MENC, SME, NEA\*, completion of clearly defined programs of self-directed study, development of new courses or new instructional materials, and community service. While time in grade serves as a component of the promotion process, promotion is not attained solely

through acquisition of additional degrees, graduate level credit, or time in grade. Promotion is granted following application and upon recommendation by the appropriate Division Chair, the administration, and the College President, and the approval of the Board of Trustees. Documentation of professional growth and outstanding service will exist in the annual performance review, and each faculty member will be required to summarize his/her activities for the promotional review period and make the summary available upon application for promotion.

## **INSTRUCTOR (Level 1)**

### **For General Education Instructional Faculty:**

1. Master's degree in primary discipline or
2. Master's degree with at least thirty graduate hours in primary discipline and related fields, and
3. Satisfactory annual performance review.

### **For Industry Certified Technical Career Fields:**

1. Five years of related industry experience.
2. 12 credits as specified by the Department of Elementary and Secondary Education (DESE) within the first three years of employment.
3. Completion of the New Teacher Institute (DESE) within the first year of employment.
4. Participation in 24 clock hours of professional development annually.
5. State vocational education teaching certificate if required by DESE.
6. Satisfactory performance review.

### **For Non-Industry Certified Technical Career Fields:**

1. Bachelor's degree with major in career field and two years' full-time college teaching experience and one year of related full-time work experience, or
2. Bachelor's degree with major in career field and four years' full-time related work experience\*, and
3. Completion of the New Teacher Institute (DESE) within the first year of employment (if required by DESE).
4. Participation in 24 clock hours of professional development annually, (if required by DESE)
5. State vocational education teaching certificate (if required by DESE).
6. Satisfactory performance reviews.

## **ASSISTANT PROFESSOR (Level 2)**

### **For General Education Instructional Faculty:**

1. Thirty graduate semester hours in the primary discipline and related fields, including a Master's degree and four years' full-time college teaching experience with successful professional growth and service, and satisfactory performance reviews, or

2. An earned doctorate or other recognized terminal degree such as the MFA in the subject field and two years' full-time college teaching experience and satisfactory performance reviews.

### **For Industry Certified Technical Career Fields:**

1. Four years of teaching experience.
2. Associates Degree in the field or related field with the permission of the Dean.
3. Attainment of individual industry credentials (Existing faculty are exempt for two years from the date of passage of these amendments).
4. Twenty-four hours of documented industry training to remain current in the specific instructional area.
5. Research: Implement new technologies in the classroom in consultation the faculty person and the Dean.
6. State vocational education teaching certificate (if required by DESE)
7. Satisfactory performance reviews.

### **For Non-Industry Certified Technical Career Fields:**

1. Bachelor's degree with major in career field and two years' related full-time work experience\* and four years' full-time college teaching experience with satisfactory performance reviews, or
2. Bachelor's degree with major in subject field and four years' full-time related work experience\* and four years' full-time college teaching experience with satisfactory performance reviews, or
3. Bachelor's degree with major in subject field and ten years' related full-time work experience\* and satisfactory performance review, and
4. Completion of the New Teacher Institute (DESE) within the first year of employment (if required by DESE),
5. Participation in 24 clock hours of professional development annually, (if required by DESE) and Satisfactory performance review.

## **ASSOCIATE PROFESSOR (Level 3)**

### **For General Education Instructional Faculty:**

1. A minimum of thirty graduate semester hours in the primary discipline and related fields, including a Master's degree and six years' full-time college teaching experience with satisfactory performance reviews, or
2. An earned doctorate or other recognized terminal degree such as the MFA in the subject field and six years' full-time college teaching experience with satisfactory performance reviews.

### **For Industry Certified Technical Career Fields:**

1. Minimum of eight years of teaching experience.
2. Attainment or maintenance of program certification. (Existing faculty is exempt for two years from the date of passage of these amendments).
3. Twenty-four hours of documented industry training to remain current in the specific instructional area.
4. Research: Implement new technologies in the classroom in consultation with the faculty person and the Dean.
5. State vocational education teaching certificate (if required by DESE).
6. Satisfactory performance reviews.

### **For Non-Industry Certified Technical Career Fields:**

1. Eighteen graduate hours in the subject field and two years' related full-time work experience\*, and eight years' full-time college teaching experience with satisfactory performance review, or
2. Ten graduate hours in the subject or related field, four years' related full-time work experience, and eight years' full-time college teaching experience with satisfactory performance review, or
3. Bachelor's degree with major in career field and ten years' full-time related work experience\*, and six years' full-time college teaching experience with satisfactory performance review.
4. Completion of the New Teacher Institute (DESE) within the first year of employment (if required by DESE).
5. Participation in 24 clock hours of professional development annually, (if required by DESE).
6. Satisfactory performance reviews.

## **PROFESSOR (Level 4)**

### **For General Education Instructional Faculty:**

1. Sixty graduate semester hours in the subject and related fields, including a Master's degree and twelve years' full-time college teaching experience with satisfactory performance review, or
2. An earned doctorate, or other recognized terminal degree such as the MFA, in the subject or related fields and ten years' full-time college teaching experience with satisfactory performance review.

### **For Industry Certified Technical Career Fields:**

1. Minimum of twelve years of teaching experience.
2. Maintenance of personal industry credentials (Existing faculty are exempt for two years from the date of passage of these amendments).
3. Attainment of or maintenance of program certifications.
4. Research: Implement new technologies in the classroom in consultation with the faculty person and the Dean.

5. Twenty-four hours of documented industry training to remain current in the instructional area.
6. State vocational education teaching certificate (if required by DESE) and other activities listed as professional growth and development.
7. Satisfactory performance reviews.

### **For Non-Industry Certified Technical Career Fields:**

1. Thirty graduate hours in career or related field and three years' full-time related work experience\*, and twelve years' full-time college teaching experience with satisfactory performance review, or
2. Thirty graduate hours in career or related field and five years' full-time related work experience\* and ten years' full-time college teaching experience with satisfactory performance review, or
3. Bachelor's degree with major in career field and eighteen graduate semester hours in the career and related fields and ten years' related work experience\* and ten years' full-time college teaching experience with satisfactory performance review, or
4. Completion of the New Teacher Institute (DESE) within the first year of employment (if required by DESE),
5. Participation in 24 clock hours of professional development annually, (if required by DESE) and satisfactory performance reviews.

Level 4 professorial faculty are expected to provide active participation and leadership in shared governance, mentoring newer faculty, professional organizations, departmental work, community and civic work, etc. Evidence of such work should appear on his/her formative and summative evaluations.

### **Criteria for Promotion in Rank System**

The broadly based activities considered part of professional development and service fall into four general areas: teaching and learning activities, institutional service, scholarly endeavors, and community service. The faculty member is expected to play several roles; successful activity in each of these areas will constitute professional growth or service and enhance the College community:

- A. Teaching and Learning Activities are activities that promote student learning and persistence, assess expected learning outcomes, enhance teaching effectiveness and/or support professional development and lifelong learning.
  1. Informal Education: Intense learning experiences beyond the teacher's current degree that do not result in formal credit. Among these are seminars, symposia, and workshops sponsored by national, state, or local government; colleges and universities (including those provided by Jefferson College's CTL, ISAC, etc.); national, state, regional, or local professional organizations, and nationally recognized endowment or funding agencies.
  2. Certificate Classes: Learning experiences required of the faculty member for teaching certification in his or her discipline, and/or for certification of expertise in his or her field.



3. Curriculum/Instruction Development: Developing curriculum or instruction that is beyond the faculty member's normal duties.
  4. Mentoring: Providing support and guidance in his/her area of expertise to both colleagues and students.
  5. Work Experience: Experiences that enhance the faculty member's academic activities. Among these are corporate, industry, or business consulting positions, teaching senior college classes, participation in faculty exchange programs, or conducting specialized training for industry.
  6. Voluntary Certification: Work undertaken to achieve non-required certification that will enhance student ability, student employability, or College reputation.
  7. Professional Memberships: Memberships in professional organizations in the faculty member's area, a related area, or in education.
  8. Professional Organizations: An active role in professional organizations including leadership roles, committee service, session presentations, etc.
  9. Conferences: Attendance and active pursuit of knowledge at conferences held by professional organizations, governmental agencies, corporations, colleges, etc.
  10. Formal Education: Graduate hours by faculty member earned during the promotion period not previously considered.
- B. Institutional Service encompasses activities that support shared governance of the College and promote effective teaching and learning.
1. Committee Work: Serving on committees that exist within the institution, attending meetings, preparing, etc., which are necessary for shared governance.
  2. Institutional Leadership: Accepting and fulfilling a leadership role in College activities. This would include committee officers, organization sponsors, project directors. This also includes organizing and/or conducting professional development activities for colleagues.
  3. Student Advising: Academic advisement of students both formally and informally.
  4. Advisory Committees: Serving on or facilitating advisory committees that are institutionally established.
  5. Recruiting: Participating in efforts designed to acquaint prospective students with College opportunities and promote Jefferson.
  6. Discipline Duties: Assisting with scheduling, budget, and personnel.
- C. Scholarly Endeavors are any creative endeavors that contribute to the faculty member's ability to teach or serve the College or bring scholarly prestige to the College.
1. Publications: Faculty publications for educational or non-educational consumption that deserve scholarly recognition.
  2. Creative Projects: Creations not published, such as art shows, poetry readings, patented inventions, films, etc.

3. Self-Instruction: Any organized plan of individualized learning with specific criteria and goals that is agreed to by the faculty member and Division Chair and/or instructional Program Director as beneficial to the faculty member and College.
4. Travel: Any travel or tour is related to the faculty member's field and will be demonstrably beneficial to students or the College.
5. Specialized training conducted for industry: Includes designing and teaching college credit classes, seminars, or training sessions for employees of an outside organization.
6. Evaluation and Review: Evaluation or review related to the faculty member's discipline or related to higher education.

D. Community Service is service to the community served by the College that is not done primarily for compensation.

1. Contributions to the community in the area of the faculty member's expertise.
2. Leadership in community groups including, officer, board member, and/or committee work.
3. Honors, awards, or special recognition received from a community group.
4. Activities that bring good will to the College.

The Mission of the College is to provide *quality education* that is *student-centered, comprehensive, and accessible*. Also included in the College's stated Values is a commitment to *Diversity, Assessment, Shared Governance, Professional Growth, and Community Service*. The Mission and Values of the College should serve to guide the faculty members and the administrators as they work together to support the Promotion in Rank System. Therefore, the professional growth of faculty should reflect work annually in all four Criteria for Promotion and Rank during the promotion period. Division Chairs and/or instructional Program Directors will provide guidance for faculty as they strive to grow professionally in all four areas and work toward promotions.

*Refer to Board Procedure IV-006.02.*

## **Faculty Association**

It shall be the policy of the Board of Trustees that the Jefferson College National Education Association (hereinafter referred to as the Association) be recognized as the bargaining representative for full-time faculty on matters of salaries, terms, and conditions of employment to the extent permitted by Missouri statutes.

Further, the Board of Trustees directs that the President of the College or his/her designee shall cause to be developed a process, in consultation with members of the Association, Administration and Trustees, that shall result in a Statement of Understandings in a style format consistent with current Board policies and procedures.

*Refer to Board Policy IV-009.*

## **Composition of Teams**

The Board of Trustees/Administration team (hereinafter referred to as the Board team) shall be chosen by the Board of Trustees and shall be comprised of four (4) voting members, two (2) of which may be trustees, and one (1) non-voting advisor of their choice. The Board shall appoint the chair of its negotiations team.

The Association team shall be chosen by the recognized representative (president or designee) and shall be comprised of four (4) full-time faculty voting members, and one (1) non-voting Association advisor. The president of the faculty association shall appoint the members of the negotiations team and its chair.

The Board negotiations team and the Association negotiations team shall mutually agree on calling meetings, times of those meetings, and places for such meetings.

## **Recognition of Representative**

Since it is the desire of the Board of Trustees to maintain channels of communication with members of the full-time faculty, the Board of Trustees recognizes the Association for the purpose of being the bargaining representative for the full-time faculty in negotiations. The Association shall certify its continued majority status by October 1 of each year either by membership or election to the Board of Trustees.

The practice of conducting these discussions with the bargaining representative does not preclude the right of faculty members to be heard during regular sessions of the Board of Trustees.

In order to change the bargaining representative for the full-time faculty, any group of full-time teaching faculty may present to the Board of Trustees or their designees during the month of September, petitions representing at least 30% of the defined unit requesting that an election be held by the College to determine the bargaining representative.

The College shall then advertise and conduct an unbiased election which shall be held prior to October 15. The ballot shall reflect the following as choices: the current bargaining representative, the group to be named by the petitioners, and none or neither. The ballot choice which receives the majority will be recognized as the bargaining representative of the

## **Scope of Negotiations**

The recognized representative for the full-time faculty will meet with the appointed Board team to negotiate and arrive at agreement on matters concerning the salaries, fringe benefits, terms and conditions of employment.

## **Pre-negotiations Meeting**

Prior to the Tuesday before Thanksgiving each year, a meeting shall be held to exchange issues/proposals (limited to 10) for negotiations for the current year. Clarification and questions will be part of this meeting. The schedule for beginning

actual negotiations will be set so that the first meeting will take place as soon as possible after the 2nd semester begins and not later than February 1. Meeting site, date and time for this and all other meetings must be mutually agreed to by both teams. Other guidelines and ground rules will be discussed and mutually agreed to at this preliminary meeting. It shall be agreed that both parties have the right to have closed meetings with their constituencies in preparation for negotiations. Documents and materials exchanged at pre-negotiations meetings shall be rendered as non-confidential, subject to any limitations of federal or state laws, and shall be made available in the office of the Secretary of the Board.

### **Negotiations Sessions**

At the first actual negotiations session which will be scheduled at the pre-negotiations meeting, other sessions shall be scheduled as needed for resolution of issues with no less than one (1) meeting each month. These meetings shall be open to the constituencies of both teams and their consultants.

### **Tentative Agreement**

It is intended that a Statement of Understandings (and in subsequent years, the revisions) tentatively agreed to by both teams shall be finalized as soon as possible with an approximate target date of May 1 of each year. Both parties recognize that a comprehensive Statement of Understandings agreeable to both parties cannot be completed by April 15, 1997; however, good faith efforts shall be undertaken to have ratified such a comprehensive Statement of Understandings by April 15, 1998 to become effective upon adoption by the Board of Trustees for the 1998-99 contract year.

### **Ratification**

The tentatively-agreed Statement of Understandings (and in subsequent years, the revisions) shall be presented first to the faculty for ratification. Opportunities shall be afforded all constituent groups to review the final draft of the Statement of Understandings and to submit written comments to the Board through the President of the College. The President of the College shall forward these written comments to the members of the Board and the Association negotiations team chairs. The chair of the Board team is responsible for conveying the final draft of the Statement of Understandings to the President of the College with the signature of both team chairs bearing the date of such signatures. The draft of the Statement of Understandings and the written comments will then be forwarded to the Board of Trustees for consideration. The goal will be to secure Board approval by no later than the June Board of Trustees meeting.

The President of the College shall, as chief executive officer, review the draft of the Statement of Understandings during the same time frame as the constituent groups and make advisory recommendations on its provisions to the Board of Trustees no later than the first reading of the draft Statement of Understandings during a meeting of the Board of Trustees.

Upon adoption of the Statement of Understandings, as ratified by the full-time faculty and the Board of Trustees, each policy and procedure shall be deemed as continuing or replacing existing Board policies and procedures pertaining to full-time faculty. Copies of the ratified policies and procedures pertaining to full-time faculty shall be made available to all interested parties in the Office of the Secretary of the Board and shall be titled “Statement of Understandings between the Board of Trustees of the Community College District of Jefferson County and the Association (NEA).”

### **Impasse Procedure**

If the Statement of Understandings revisions cannot be tentatively agreed to by both teams by May 15, an impasse may be declared by either team by presenting the declaration to the other team in writing, or the teams may jointly agree to seek mediation assistance from the Federal Mediation and Conciliation Service. A declaration of impasse must set forth the issues on which the teams cannot agree. If impasse is declared, then each team shall pick one outside representative. These two representatives shall mutually agree on a third representative who will chair the impasse team. This impasse team shall conduct meetings and hearings to investigate and render proposed resolutions concerning the matters at impasse. The proposed resolutions shall be presented by the impasse team in an open meeting with the Board of Trustees to be used for decision-making. The impasse procedure should be completed within 45 days of the declaration of impasse.

Any and all costs of this procedure will be shared equally between the Association and the Board. An impasse may be declared at an earlier date by mutual written agreement between the Association and the Board team.

The Association shall maintain the right to forego the impasse procedure in exchange for the opportunity to present the unresolved contract issues directly to the Board of Trustees at a regularly scheduled Board meeting.

### **On-going Negotiations**

If there is a question about an item that has been negotiated and agreed to by both parties, the resolution of the question of interpretation will occur in meetings held by mutual agreement between the Board and Association teams. To facilitate this process, items for interpretation clarification shall be identified within sixty (60) days of Statement of Understandings ratification. Once identified, mutually agreed upon meetings shall be called within thirty (30) days to seek resolution. In the event that both parties cannot agree on the interpretation of a negotiated item, the interpretation of the Board of Trustees shall prevail.

### **Association Constitution and By Laws**

The president of the Faculty Association (NEA) shall make available to the President of the College and the Board of Trustees copies of its constitution and by-laws.

## **Miscellaneous**

As a result of the BAT/FAT agreement of 2001, the following additional items are added to this Board Procedure.

The Board of Trustees agenda and pertinent public documents will be provided to the Association, through its President or designee, prior to Board meetings.

Two (2) days leave will be available annually to no more than four (4) members of the JCNEA to participate in NEA conferences or related activities. Request for said leave will be submitted by the Executive Board of the Association to the appropriate Dean and Vice President of Instruction no later than 30 days prior to the conference or related activity. As with all leave, it will be granted subject to approval of the appropriate Dean and Vice President of Instruction. No college expense will be incurred and all necessary arrangements within the division must be completed prior to approval of the leave request.

During annual orientation, the Association activities may be listed in the schedule of activities provided the times do not conflict with scheduled college activities.

The BAT/FAT Agreement of 2001 permits service on the Association FAT negotiating team and service on the Association Executive Board for criteria for Professional Growth and Service under the Faculty Professional Development and Service System. The Association Executive Board members are limited to those positions indicated under Article V, Section 1 of the Association's Bylaws as of March 1, 2001, plus one at-large member from the ATS faculty. This totals 12 individuals.

Professional Development Days (formally referred to as in-service days) were negotiated as part of the Statement of Understandings in 1998, which states that the agenda "content should be mutually developed by faculty and administration." This is still the case. The Board does not wish to discriminate against any ideas brought forth which would enhance Faculty development. It was the intent of the BAT team in 1998 to utilize Professional Development Days for training in college-wide issues (e.g. Banner training, Gateway Consortium training, diversity, sexual harassment training, computer literacy, etc.)

The JCNEA (Association) and its members will not be discriminated against in the use of college campus facilities and equipment provided such use is within existing Board policy and procedures. The Association may schedule use of campus buildings and facilities at reasonable time when such facilities are not otherwise in use. Authorized representatives of the Association are permitted to transact Association activities on college property, at reasonable times, provided the business of the college is not disrupted.

The Association may post official notices and other matters relating to the Association on college bulletin boards that are currently in use throughout the

campus for such purposes. As with all notices, the Association must adhere to current policies regarding any application procedures. The Association may use the college campus mail, faculty mailboxes and e-mail for appropriate communications, provided such use does not conflict with current Board policy and procedures. Association minutes may also be placed on the e-mail bulletin board in the same manner as other internal organization minutes. The Board recognizes the uniqueness of the Association and cautions such use as it relates to Board Policy II-008. Each Board agenda provides time for public comment. The Association, as any group or citizen, may address the Board at that time. Current Board Policy (Section I-008) also has provisions for recognition of non-Board members to address the Board at any meeting.

*Refer to Board Procedure IV-009.*

## **Faculty Certification for Online and Hybrid Courses**

If interested in teaching online and/or hybrid courses at Jefferson College, faculty should contact their Division Chair. Upon the recommendation of the Division Chair, the faculty member will be enrolled in the Faculty Certification - Online and Hybrid training. The purpose of this certification program is to equip full-time and adjunct faculty with the basic skills necessary to create a successful online learning environment for students. A stipend of \$200 will be paid upon satisfactory completion of the program.

This four week training is typically conducted totally online as a Blackboard course. To satisfactorily complete the course, faculty will need to devote approximately 4 hours each week to the course. Participation will include, but is not limited to, the following activities:

- Reading and responding to journal articles, websites, PowerPoint presentations and video segments
- Frequent posts to discussion boards, including small group discussion boards, throughout each week of the course
- Submission of assignments by set due dates, including the development of a Blackboard course shell according to set criteria
- Online Quick Quizzes

# Accommodating Students with Disabilities

A key part of the mission of Jefferson College is to “foster a supportive learning environment.” In order to fulfill this mission and to comply with the ADA Amendments Act of 2008, which applies to higher education, effective faculty members interact with students with disabilities in a positive way. The staff in the Disability Support Services office (DSS) is happy to assist in accommodating students with disabilities. Any questions or concerns should be directed to the Coordinator of Disability Support Services.

Providing access to the course to students with disabilities is mandated by federal law.

The assignment of academic accommodations is a carefully considered process which involves safeguards put in place to protect the student’s rights as well as protect the integrity of the course.

- The student must self-disclose as a student with a disability by meeting with the DSS Coordinator. During the intake process, the student will request accommodations.
- The student must provide appropriate documentation of the disability.
- The Disability Support Services Accommodations Subcommittee, which meets weekly, then reviews the requested accommodations and documentation.
- Essential elements of a course are not subject to accommodation.
- The Disability Support Services Accommodations Subcommittee grants or denies the requested accommodations.
- The DSS office prepares a Faculty Notification letter that is delivered by the student to the instructor, or in the cases of online courses, DSS emails the Faculty Notification letter to the instructor.

Upon delivery of the Faculty Notification letter, the instructor should remember to:

- Ensure confidentiality. Do not have a discussion about disability accommodations in front of other students, and do not ask the student the nature of the disability.
- Before signing the Faculty Notification letter, have a genuine discussion with the student about the practical aspects of providing the approved accommodations.
- After signing the Faculty Notification letter, keep the instructor’s (white) copy for future reference. Faculty must abide by the accommodations approved by the Disability Support Services Accommodations Subcommittee. Accommodations must be provided throughout the entire semester after receiving the Faculty Notification letter.

All accommodations must go through the DSS office. Do not work directly with students to negotiate accommodations. (*Exception: Accommodate obvious physical disabilities as needed AND refer the student to the DSS office.*) Instructors should work closely with the DSS office. More information can be found in the DSS Policies and Procedures Manual which can be found at [www.Jeffco.edu](http://www.Jeffco.edu)., Current Students, Academic Services, then select “Disability Support Services”.



# The Educational Program

## Academic Freedom

Based on the belief that a free society functions efficiently only if its citizens have the right to discuss, to debate, and to disagree constructively, it shall be the policy of Jefferson College to maintain and encourage freedom, within the law, of inquiry, teaching, and research. Faculty members may, and are encouraged to, teach and pursue truth in their subjects in the classroom as they see it unencumbered by pressures from individuals or groups with vested interest. They may not, however, in their search for truth, claim as their right the privilege of discussing in their classrooms controversial matter that has no relation to their subjects. As citizens, faculty members have the same freedom as other citizens. However, they should be mindful that in their utterances they have an obligation to indicate that they are not institutional spokespersons.

The faculty shall use the following criteria in selecting and presenting issues for study:

1. The issue should contribute to the prescribed course of study and the general education program of Jefferson College.
2. The issue should provide opportunity for critical thinking, tolerance, and understanding of conflicting points of view.
3. The issue should be one about which sufficient information is available to allow for discussion and evaluation on a factual and reasonable basis.
4. The issue should be presented and discussed in an impartial and unprejudiced manner.

*Refer to Board Policy and Procedure VI-002.*

## Arts and Sciences Education

Arts and Sciences Education, leading to the Associate of Arts, Associate of Arts in Teaching, or Associate of Science degrees, shall be designed to offer courses which will allow the student who wishes to transfer to a four year college or university to:

1. Complete general education requirements applicable toward a degree at the school where he/she plans to transfer.
2. Complete most freshman and sophomore requirements in his/her major and/or minor areas of study required by the school where he/she plans to transfer.
3. Explore various subject matter fields if the student has not made a commitment to a future major area of study.

No courses or sequences of courses are required of any student with the exception of the specific requirements for the Associate of Arts, Associate of Arts in Teaching, or Associate of Science degree. Each student may construct his/her own individualized educational program with the assistance of his/her academic advisor.

*Refer to Board Procedure VI-003.*

## **Career & Technical Education**

Career & Technical Education is designed to prepare a student for immediate employment after graduation. To ensure that course content is kept relevant to job demands, advisory committees, composed of industrial and professional representatives, shall review annually the curricula.

Career & Technical Education programs may lead to either the Associate of Applied Science degree or a Career & Technical Education certificate.

In addition to the general requirements, a student working toward an Associate of Applied Science degree must major in an area of concentration and must complete all of the specific courses listed in the appropriate curriculum. Students pursuing a Career & Technical Education certificate shall complete all courses specified in the appropriate curriculum and maintain a 2.00 cumulative grade point average in the required courses.

*Refer to Board Procedure VI-003.*

## **Curriculum Development**

The Board of Trustees believes that sound curriculum development is vital to the success of Jefferson College. The educational program, therefore, must be geared to the needs of the people served as stated in the philosophy and objectives. The following guides are to be used in curriculum development:

1. Periodically, formal assessments shall be made to determine the educational and occupational needs of the area.
2. Citizen advisory committees shall be utilized appropriately in the planning and development of curriculum.
3. The Curriculum Committee shall be continuously maintained.
4. The overall program of Jefferson College shall be continuously appraised to assure that courses offered meet the needs of the community and the ambitions and desires of the students.

*Refer to Board Procedure VI-003.*

## **Textbook Adoption**

Jefferson College has the responsibility for selecting textbooks and other aids to learning which are the basic tools that may be used in the quest for effective learning. This requires that the College be given freedom to select those materials deemed of greatest value in achieving this end. Textbooks and instructional materials shall be selected by the faculty in accordance with the following procedures:

1. Recommendations for textbook adoption shall be made through the appropriate Dean. Such recommendations shall be based on written reports of a committee of one or more faculty members.
2. Generally, textbooks shall be used for a minimum of two years after adoption. Exceptions may be made if justification can be shown.

3. Textbook lists must be submitted to the appropriate Dean on or before established deadlines.

These deadlines are necessary so the bookstore may know the choice of textbooks for purchasing.

4. In general, instructors are free to select their own textbooks and supplementary materials.

However, textbooks for courses taught by two or more instructors shall be adopted in concert for all sections. Deans shall coordinate the process of textbook selection for all courses taught in their respective divisions.

5. Each Dean shall be responsible for filing a complete list of texts and supplementary texts for each course taught in his/her division.

*Refer to Board Procedure VI-003.*

## **Grading System**

1. It shall be the general policy of the Board of Trustees to require the administration and faculty of Jefferson College to develop and maintain systematic procedures for evaluating student progress toward educational objectives consistent with the philosophy and purposes of the College.
2. Instructors should strive to develop a variety of tests which will include provisions for the evaluation of achievement of expected learning outcomes as well as providing for the measurement of course content.
3. Instructors are expected to test students frequently enough to get a fair appraisal of the quality of their work and to give students ample opportunity to improve their grades. The type of testing found frequently in graduate schools - only one or two tests per semester - should be considered unsuitable for courses in a community college.
4. The only occasion for College scheduled examination periods is final examination. It shall be the responsibility of the Vice President of Instruction to develop and maintain these final examination periods. The schedule of finals shall be announced before the end of each term. Final examination periods should be equal to the length of time in two regular class periods. Should instructors in multi-section courses wish to construct and administer an examination to all sections at once, they should notify their Dean as early as possible. Every effort shall be made to schedule a separate time and suitable room facilities for such tests.
5. There shall be no fixed quotas or 'curves' for grades at the College. Should instructors encounter problems in assigning grades, or when analyses show that grades awarded in particular courses or by particular instructors are consistently at variance from those found in most other courses, the instructor should consult with other faculty members or the Dean. This should be looked upon not as an attempt to dictate grades but as a way to be of possible help in one of the most difficult areas of teaching.

## 6. Grading and Enrollment Status:

| <u>Grade</u> | <u>Evaluation</u> | <u>Honor Points</u> |
|--------------|-------------------|---------------------|
| A            | Superior          | 4 points            |
| B            | Above Average     | 3 points            |
| C            | Average           | 2 points            |
| D            | Below Average     | 1 points            |
| F            | Failure           | 0 points            |

### Enrollment Status

|    |                              |          |
|----|------------------------------|----------|
| W  | Student Initiated Withdrawal | 0 points |
| WX | Administrative Withdrawal    | 0 points |
| I  | Incomplete (Delayed Grade)   | 0 points |
| H  | Audit                        | 0 points |

### Other Grades Not Computed in Grade Point Average:

|   |   |
|---|---|
| P | Pass (credits accumulate)                     |
| S | Satisfactory (credits accumulate: A-C grades) |
| U | Unsatisfactory (D, F, W grade equivalents)    |

A student may receive an incomplete grade in a course only if extenuating circumstances make it impossible to complete the coursework. An incomplete grade can remain on a student's academic record only for one semester; at the end of that time, the coursework must have been completed or the incomplete grade will become an F. A grade of F shall be computed into the student's grade point average. Enrollment status of W, WX, I, or H shall not be computed in the grade point average.

Grade Reports: Final grades are available online through MyJeffco at the end of each semester. Online grade reports list the letter grade awarded in each course, the honor points earned in each course, the student's grade point average, and his/her cumulative grade point average. The official grade point average is available only on the Jefferson College transcript. No transcript of the student's academic record will be issued if the student has a financial obligation to the College.

Grade Point Average: The semester grade point average will be calculated by:

1. Multiplying the credit hours of a course by the honor points earned for the course grade,
2. Adding the honor points earned for each course, and
3. Dividing the total points by the number of credit hours attempted.

A student must earn a cumulative grade point average of at least 2.0 to be eligible for a degree. The cumulative grade point average for a Career & Technical Education certificate will include only the courses required for that certificate.

*Refer to Board Procedure VI-003.*

## **Academic Honesty**

The College recognizes that students are both citizens and members of the academic community. As citizens, students enjoy the same freedom of speech and assembly, freedom of association, freedom of the press, right of petition, and right of due process that all citizens enjoy.

Upon enrolling in the College, each student assumes an obligation to conduct herself/himself in a manner compatible with the College's function as an educational institution and to comply with the laws enacted by federal, state, and local governments and rules established by the College. If this obligation is neglected or ignored by the student, the College must, in the interest of fulfilling its function, respond in accordance with procedures as identified in the student conduct section of the Student Handbook.

The Faculty Senate will regularly review policy and procedures relevant to the College standard on academic honesty and, as necessary, forward recommendations for revision or clarification through the Chief Academic Officer.

For more information, refer to the Student Handbook under Student Rights and Responsibilities.

*Refer to Administrative Policy VI-004.*

## **Student and Class Records**

Official academic student files are maintained on each student enrolled in the College. Credit student files are managed by the Office of Enrollment Services; continuing education student files are managed by the Office of Continuing Education.

Students' academic files are directly accessible only to the professional staff of the College. Procedures for development and use of cumulative files are written to comply with the Family Educational Rights and Privacy Act of 1974. Student information is limited to those items necessary to fulfill the purpose of student records as stated above, or as may be required by state law, by state regulation, or as authorized by the College Board of Trustees.

Under the Family Educational Rights and Privacy Act of 1974, all students have the right to review their official College records. Inquiries to credit students' files regarding the Act of 1974 should be directed to the Registrar.

Inquiries to continuing education students' files regarding the Act of 1974 should be directed to the Office of Continuing Education.

In addition, Jefferson College may make available to any person where applicable certain directory information: name, address, telephone number, date of birth, Jefferson College e-mail address, awards received, photograph, dates of attendance at Jefferson College, full or part-time enrollment status, major area of study,

participation in officially recognized sports, degree or certificates awarded, and the most recent prior school attended. If the student objects to the release of directory information, the student should contact the Office of Enrollment Services prior to the beginning of classes.

Further, all applicants and students are advised that their social security number is voluntarily disclosed to Jefferson College. This information is considered confidential. Refer to Board Procedure VI-003.

## **Credit System**

A credit hour represents an amount of work necessary to achieve intended learning outcomes that approximates student engagement in academic activities for a minimum of 2,250 minutes. For example, a credit hour may consist of seven hundred fifty (750) minutes of face-to-face classroom experiences such as lecture, discussion, collaborative activities, or similar instructional approaches for 50 minutes per week for 15 weeks and a minimum of 1,500 minutes of out-of-class student work over the 15 weeks. Or, for laboratory, studio, physical education activity, or equivalent experiences, a credit hour represents a minimum of 1,500 minutes of face-to-face classroom experiences and a minimum of 750 minutes of out-of-class student work. Face-to-face periods of time indicated above are exclusive of break time.

For classes that meet in compressed terms, consistent with the above statement, a credit hour represents an amount of work necessary to achieve intended learning outcomes that approximates student engagement in academic activities for a minimum of 2,250 minutes.

For online courses that utilize the Internet to provide a rich interactive learning environment fully online, hybrid courses that combine face-to-face classroom experiences with online learning, and Independent Study courses, a credit hour represents learning activities that require students to meet the same expected learning outcomes and to spend equivalent time devoted to meeting those outcomes as students in counterpart courses delivered in the traditional face-to-face format.

Internships and Practicum courses require students to participate in a minimum of 40 hours of on-site training for one credit hour and to communicate with the Jefferson College faculty member at least once a week.

A direct assessment program utilizes direct assessment of student learning in lieu of credit hours or clock hours as a measure of student learning. Direct assessment measures provide evidence that a student has command of a body of knowledge as specified in the expected learning outcomes of the program. Direct assessments include projects, papers, examinations, presentations, performances, and portfolios. As required, direct assessment competency-based programs are submitted for approval in advance of the offering to the regional accrediting body (HLC) and MDHE.

*Refer to Board Procedure VI-003.*

## **Student Attendance**

Faculty must record student participation each week using the Student Participation System.

- Faculty must use the “Student Participation System” button located on the Faculty tab in MyJeffco to record student participation. The prior week’s attendance records are due by 11:59 p.m. each Sunday. A video tutorial for the attendance and participation tracking system is located on the Faculty tab in MyJeffco.
- Rosters are to be monitored on MyJeffco. In the event a student is attending but is not on the roster, the student must be sent to the Office of Enrollment Services at the Hillsboro campus or to the offices at JCA, JCNW, and JCI to enroll. Students who are not listed on the roster should not be permitted to participate in courses until enrolled and listed in the “Student Participation System”.
- Faculty must use the Academic Early Alert hotline when students have exceeded the attendance policy on the syllabus. If possible, a referral should be made before students exceed attendance policy.

## **Grades**

Faculty must submit grades for all students, even those who have never attended.

- A last date of attendance is generated using attendance and participation data entered into the “Student Participation System”. Correct reporting of student attendance is critical to Federal Financial Aid compliance. It is extremely important to enter student participation accurately.
- The Incomplete grade (I) is for extenuating circumstances that occur late in the semester, circumstances that make it impossible for the student to complete the class.
- Midterm and final grades must be submitted on time through MyJeffco. Late grade submission is not acceptable. Failure to submit grades on time creates considerable work for Student Services, since financial aid letters, graduation eligibility letters, transfer documents, etc. are generated concurrently and any missing grade requires time-consuming adjustments that affect several departments. Faculty must also submit PSSA grades (see Section III of the Adjunct Faculty handbook for detailed information).

## **Never Attended Report**

Faculty records reported in the Student Participation System, located on the Faculty tab in MyJeffco, are used to identify students who have failed to begin attendance in a course(s). Correct reporting of student attendance is critical to Federal Financial Aid compliance; attendance must be entered promptly and accurately.

## **Initiating Change in the Instruction Program**

Faculty wishing to add or drop a course, change a credit load or a course title in a student's program must submit a justification for the change, in writing, to the appropriate Dean. Faculty wishing to alter an instructional program are initially required to secure approval in writing from the appropriate Division Chair and/or Program Director and Dean. Following the respective Dean's approval, additional approvals in the following order are required:

- Curriculum Committee
- Administrative Team
- President
- Board of Trustees

*Refer to Board Procedure VI-003.*

## **Advisory Committees**

It shall be the policy of the Board of Trustees to establish Advisory Committees upon the recommendation of the President of the College. Members of the Advisory Committees shall be appointed by the Board upon recommendation of the President of the College and shall serve for a stated period of time not to exceed one year. However, individual members may be reappointed by the Board for additional terms.

*Refer to Board Policy VI-007.*

## **College-Sponsored Events**

All activities and events sponsored by any group belonging to and recognized by Jefferson College shall be properly supervised by members of the faculty and/or staff. Sponsors shall allow student officers maximum freedom and responsibility in planning and operating all events. However, the sponsor shall be responsible for proper guidance and supervision.

*Refer to Board Policy VI-008.*

## **Institutional Effectiveness Review**

It shall be the policy of Jefferson College to conduct periodic reviews of all instructional programs/disciplines. Programs/disciplines will be reviewed at least once every five years or more often as warranted. The results of the review will be instrumental in determining improvements needed to maintain the programs/disciplines' continuing viability at the College.

*Refer to Administrative Policy III-003.*



# Academic Support Services

## Bookstore

**Hillsboro Bookstore (636) 481-3251**, or [jeffersoncollege@bkstr.com](mailto:jeffersoncollege@bkstr.com)

Monday – Thursday, 8:00 a.m. – 6:00 p.m.; Friday, 8:00 a.m. – 4:00 p.m.;

Saturday & Sunday, Closed

**Arnold Bookstore (636) 481-3554**

Monday – Thursday, 10:00 a.m. – 7:00 p.m.; Friday 10:00 a.m. – 4:00 p.m.;

Saturday & Sunday, Closed

## Disability Support Services

This office, located in TC101 on the Hillsboro campus, serves students with disabilities and is a resource for faculty and staff. Call (636) 481-3169 for more information.

### Hillsboro

Monday – Thursday, 8:00 a.m. – 4:30 p.m.; Friday, 8:00 a.m. – 4:00 p.m.  
(Evening hours by appointment)

### Arnold

By appointment

### Northwest

By appointment

## Library

### Library Hours at Hillsboro

Monday – Thursday, 7:30 a.m. – 9:00 p.m.; Friday, 7:30 a.m. – 4:00 p.m.;

Saturday, 10:00 a.m. – 2:00 p.m.

### Library Hours at Arnold

Monday – Thursday, 8:00 a.m. – 9:00 p.m.; Friday, 8:00 a.m. – 4:00 p.m.;

Saturday, 10:00 a.m. – 2:00 p.m.

### Library Contact Information

Hillsboro Library Information, (636) 481-3167 or (636) 481-3166

Arnold Library Information, (636) 481-3566

[refdesk@jeffco.edu](mailto:refdesk@jeffco.edu)

**The Library is closed whenever the College is officially closed.  
Library hours vary during Interim and Intersession.**

## Testing Services

### **Hillsboro: (636) 481-3147**

Monday – Thursday, 8:00 a.m. - 8:00 p.m.; Friday,\* 8:00 a.m. - 2:00 p.m.

### **Arnold: (636) 481-3593 (Room 310)**

Monday – Thursday, 8:00 a.m. - 9:00 p.m.; Friday,\* 8:00 a.m. - 2:00 p.m.;

Saturday,\* 9:00 a.m. - 1:00 p.m.

### **Northwest: (636) 481-3533 (Room 100B)**

Monday & Wednesday, 1:00 pm. - 5:00 p.m.; Tuesday & Thursday,  
1:00 p.m. - 8:00 p.m.; Friday,\* closed.

\* Fall & Spring Semesters only

**NOTE:** Interim and Intersession hours are different – check website or call (636) 481-3147.

## Testing Center Policies and Procedures

It is the philosophy of the Testing Center to provide quality-testing for students and faculty of Jefferson College. As part of the mission statement of the Testing Center, testing services are also available to the general public. To meet the needs of both our internal and external customers, a variety of testing services are available which include the following:

- Placement and Exit Testing
- HiSET Testing (Missouri High School Equivalency)
- Computer Literacy Testing
- ACT Testing
- MOGEA Testing
- HESI A2 Entrance Exams
- Pearson VUE Testing
- Correspondence Testing
- Faculty Make-up Testing
- Learning Center Course Testing
- Distance Learning Testing
- Department Proficiency Testing
- CLEP Testing

The Testing Center gave over 23,000 tests in fiscal year 2014. In order for the Testing Center to meet the needs of these requests and to maintain a high level of quality test administrations and security, please follow these guidelines:

**Faculty Make-Up Testing Guidelines:**

Testing services will be provided to faculty who arrange make-up testing for their students who missed an in-class examination or quiz. Testing services are also provided when a student has a documented disability and approved accommodations, such as extended time, which cannot be given during regular classroom testing.

Whole class testing (including any pre-tests and extra credit testing) cannot realistically be accommodated. Students should not be given the option to take their tests in the classroom or the Testing Center as part of standard course policy.

Faculty will be asked to fill out a “Test Referral Slip” indicating the specific directions on how the test should be administered. It is extremely helpful for the Testing Center staff if the Instructor includes the following on the front page of every test:

- Course Title
- Instructor’s Name
- Student’s Name

This helps ensure that students are given the correct test.

**NOTE:** Test referral slips are located in any of the three Testing Centers or may be found online under the Faculty Tab (Faculty Forms) in MyJeffco.

**Testing Center Website:**

More information about the Testing Center can be found on the Jefferson College website:

To reach the website, go to:

- [www.jeffco.edu](http://www.jeffco.edu) Current Students
- Academic Services
- Testing Center

**Testing Center Test Procedures and Services for Students**

Students must present a valid photo I.D. in order to test at the Testing Center. A valid photo I.D. may be any one of the following:

- Jefferson College Student I.D.
- Driver’s License or State Issued I.D.
- Military I.D.
- Passport

## COMPASS Placement Testing

### PLEASE NOTE:

In order for a student to take the COMPASS test, he or she must **first make an application to Jefferson College**. Once the application is made, the COMPASS is given on a walk-in basis anytime the Testing Center is open. Be sure to bring a valid photo I.D. and allow 2 1/2 hours for the test. Please see the schedule for Testing Center hours.

### Additional Information

- **Computer Literacy:** The Computer Literacy exam is given on a walk-in basis anytime the Testing Center is open; a fee will be required.
- **CLEP Test:** By appointment only; a fee will be required.
- **Online Classes:** During Testing Center hours and in compliance with syllabus and faculty instructions.
- **Classroom Make-up Tests:** With permission of instructor.

## Online Learning and Educational Technology Staff

**Allan Wamsley**, Director of Online Learning and Educational Technology,  
(636) 481-3342

**Karen Hester**, Instructional Support Specialist, (636) 481-3361

**Lori Kovarik**, Instructional Designer, (636) 481-3357

**Karen Altenau-Smith**, Instructional Design Assistant, (636) 481-3483

## Academic Success Center

The Academic Success Center at Jefferson College supports the educational development of students and reinforces classroom learning. Our desire is to empower students to achieve their academic goals by providing opportunities to enhance student learning, course success, and personal growth. We partner with the College community to help meet the College's academic success goals, retention and graduation goals.

The Academic Success Center consists of the following services: Science Lab, Math Lab, Writing Lab and Computer Information Systems Lab. These labs are staffed with professionals who have degrees and instructional experience in their respective fields. Many are full-time faculty.

Academic Success Centers are a proven initiative nationally to help students meet their educational goals. Please encourage students to stop by and get to know us and learn more about the services offered.

The Center is open M-R 8 am – 8 pm and F 8 am – 4 pm. The Writing and Math Lab staff are available M-F, 8 am – 3 pm. The Science Lab will be staffed on M-Th 12pm – 6pm and F 12pm – 3pm. For more information call extension 3494.

### **Mathematics Lab**

The Math Labs are located in the Technology Center, Room 107, and in Jefferson College Arnold. Students who need help with courses ranging from Beginning Algebra to Differential Equations may drop in for assistance by certified instructors. Math tutorial software is available on the computers in the Math Labs. A schedule of hours is posted online. Students may also use the new Online Math Lab. For information on the Online Math Lab, go to MyJeffco and click on the Online Services tab.

### **Computer Information System Lab**

Open Computer Labs are located in TC103 (Academic Success Center), JCI203, JCNW122, and in the Information Commons at Jefferson College Arnold. Computer labs are staffed for assistance during posted hours. A schedule of hours is posted on the Jefferson College website under Current Students.

### **Science Lab**

The Science Lab is located in the Technology Center, Room 105. Students who need help with science classes may stop to meet with science faculty. A schedule of hours is posted online.

### **Writing Lab**

Students go to the Writing Lab, located in TC105 (Academic Success Center), to receive help with papers. A schedule is posted online during the first week of the fall and spring semesters. Students also use the Online Writing Lab (OWL) to receive help with papers.

Following are some guidelines that will help explain the Writing Lab to students:

If Faculty give writing assignments in class(s), let students know that the staff of the Writing Lab can help with many aspects of their papers. It is helpful for the faculty to have copies of the assignment when they look at papers, so please remind students to bring them along. Since students tend to have some misconceptions about the purpose of the lab, please go over the following with them:

Writing Lab staff does not proofread papers. Proofreading means checking for errors. If students need help with grammar or punctuation, the faculty can provide resources and instruction, but checking for correctness at the word and sentence level is the students' responsibility. Students should come in well before a paper is due, rather than asking the instructor to "fix" their papers on the due date.

The Writing Lab instructor will ask the student what he or she would like help with. They can help with planning, organizing, drafting, and revising papers. Since

they can work with each student for a maximum of 20 minutes, it is helpful for people who come to the lab to have specific questions. For example, a student could ask whether his or her thesis statement is clear and then get help with organizing the body paragraphs in her paper.

Please also remind students of the following:

- Computers are available for student use
- Students should sign in when they enter and leave the lab
- Students should bring a flash drive to save work (or plan to e-mail work, as an attachment, to their jeffco e-mail address)
- Students should bring a copy of the assignment with them when they come in for help
- There is no charge for printing at the lab, but printing should be related to assignments

If Faculty would like to bring students to the lab or to have a Writing Lab instructor come into class and explain more, please call (636) 481-3312.

## **Peer Tutoring**

Peer tutoring services are available for students who need academic assistance. This program matches students one-on-one with trained tutors and is provided at no cost to the student. Students should stop by the Testing Center at any college site to sign up for peer tutoring services or sign up on-line in MyJeffco under the STUDENT tab.

## **Professional Tutoring**

Professional tutoring is offered at all three sites at no cost to Jefferson College students. The Professional tutors are Jefferson College instructors and can work with students on a variety of subjects. The current semester schedule may be viewed online: From [www.jeffco.edu](http://www.jeffco.edu), select Current Students and then Tutoring Services.

## **Academic Support Center**

The Academic Support Center at the Arnold site offers academic support for students anytime the Center is open. The hours for the Academic Support Center are the same as the JCA Learning Center. Students can go to the Academic Support Center for Math Lab services, Professional Tutoring and Peer Tutoring. Computers are also available for student use. A schedule for the ASC is published every Fall and Spring semester and is available online on the Tutoring Services web site.

## **Learning Center/Testing Center Website**

Information about the Instructional, Testing or the Academic Support services offered can be found online under Current Students on the College website. The website contains a wealth of information including Learning Center hours, course descriptions and syllabi, test information, Professional Tutoring schedule, educational resources and more. To reach the website, go to: [www.jeffco.edu](http://www.jeffco.edu), Current Students, Academic Services.

# **The Business Operation**

## **Budget Development and Management**

The sound financial status of the College depends upon careful budget planning; consequently, the administration works very closely with each department in preparing budget requests for the year. Each department has a budget and all equipment and supplies requisitioned by members of the department are charged to the departmental budget. It is necessary that each department stay within its budget.

*Refer to Board Policy VIII-002.*

## **Purchasing**

It is policy to purchase, for the least expenditure of funds, optimum quality for the function to be served. All purchases must be completed in strict conformance to the most current version of the Jefferson College Procurement Policy and Procedures Manual, and handled in accordance with commonly accepted business procedures. All purchases must be substantiated with the necessary records to satisfy audit and inventory requirements.

*Refer to Board Policy VIII-003.*

## **Loans of Equipment**

It shall be the policy of the Board of Trustees not to loan College equipment for private use. Therefore, any such unauthorized loan or permitting or assisting in the removal of College property from the premises is considered a personal liability upon the individuals involved. Further, it shall be the responsibility of the Vice President to make decisions concerning the loan of equipment for public or other school use.

*Refer to Board Policy VIII-007.*

## **Personal Use of College Property or College Employees**

No faculty or staff member of Jefferson College shall, under any circumstances, use any equipment belonging to the College or consume any supplies, or utilize any College personnel for any purpose other than the business of the District, nor shall they permit the unauthorized use of such equipment, supplies or personnel by others. Abuse of this policy will be subject to appropriate disciplinary action including the possibility of dismissal.

*Refer to Board Policy VIII-008.*

## **Solicitations and Approval of Gifts and Grants to District**

The College District welcomes financial support from the State and Federal governments, from businesses, clubs and organizations, and individuals. All requests for such support shall be administered by the College President or designated representative. No other faculty or staff member or student is authorized to solicit funds or to accept gifts for the District except with the prior approval of the College President or designated representative. The Board of Trustees shall reserve the right to accept or reject all gifts or grants for the District.

All solicitations of funds from students, staff, or faculty for purposes other than school activities shall be prohibited except with the expressed approval of the President of the College or the Board of Trustees.

*Refer to Board Policy VIII-010.*

## **Jefferson College Foundation, Inc.**

It shall be the policy of the Board of Trustees to create, monitor and maintain a non-profit corporation exclusively organized for the advancement, encouragement, assistance and support of Jefferson College. The Foundation may solicit, receive and manage tax-deductible gifts and bequests for the benefit of the College. Further, the Executive Director of Development will be responsible for all public fund-raising activities for the College which will include, but not be limited to, planning, coordinating and conducting all fund-raising activities; identifying, enlisting and directing volunteers; and developing special giving opportunities for individuals.

*Refer to Board Policy VIII-011.*

## **Advertising and Solicitation**

No commercial advertisements should be distributed on the College premises; nor shall advertisements or publications be posted upon fences or walls of any College building without permission from the President of the College or a person designated by the President to evaluate and act upon such requests.

*Refer to Board Policy VIII-020.*

## **Central Office Services**

### **Mail**

Central Office Services is responsible for mail pickup and delivery on campus. Incoming and outgoing mail schedules meet the needs of College offices daily and coincide with U.S. Post Office timetables. For more information, contact Central Office Services.

### **Supplies**

Central Office Services maintains a core list of supplies that are available to College departments. To purchase supplies through Central Office Services, a Central Office Requisition for Supplies form must be presented.



# Marketing & Public Relations

## News-Publicity-Advertising

There is central coordination by Public Relations & Marketing staff for placement of all news releases, publicity and advertising/marketing pertaining to the College to ensure that information is consistent and that media are notified at the proper time.

All information should be submitted to the Public Relations & Marketing department at least one week in advance of when it is to be disseminated. Media contact and/or inquiries should be coordinated through the Director of Marketing & PR.

## Publication Services/Graphics

The Publication Services/Graphics office is responsible for the quality and production of college publications, advertising and web pages. The goal of the staff is to establish consistency and accuracy and to provide a positive identity for Jefferson College through design, ideas, and campaigns. Jefferson College's policies and procedures are comprised of how to use the college logo, stationary, colors, and common design features.

## Requesting services

Whenever a staff member or faculty wishes to request services, an email to Publication Services/Graphics staff is sufficient. Project text should also be sent via email in "finished form" meaning it is to be final, proofed copy as opposed to merely a draft copy of the text. Publication Services/Graphics staff members will communicate with clients throughout the production process to ensure seamless completion of project requests.

All institutional departments, divisions and individuals are required to submit graphic design projects to Publication Services/Graphics for preparation under any of the following criteria:

1. Projects intended for off-campus audience
2. Requires any color other than black
3. Includes postal regulations such as post cards and business reply mailers
4. Requires oversized (11x17 or larger)
5. Special paper other than what is stocked by Central Office Services (COS)

Excluded are materials with an on-campus audience including class handouts, test, syllabi, correspondence, and memos.

Publication Services/Graphics will retain the right of first refusal in permitting outside assistance with specific projects. However, all visual identity and image requirements of the institution must be met, reviewed and approved by Publication Services/Graphics prior to printing.

Advance notice is required for all project requests. Materials will be produced as expeditiously as possible based on deadlines and dates of upcoming events within each priority category. Project requests submitted without adequate preparation time will be completed as Publication Services/Graphics staff time allows.

- first priority is given to the production of Jefferson college publications
- second priority is given to the production of graphics, signage, logo design, promotional artwork, and laminating

It will be the responsibility of the department or individual requesting the project to proofread the final copy of all productions. Once the publication is printed, inaccuracies that occurred in the proofreading of the copy will be the responsibility of the department or individual requesting the project.

### **College Logo Guidelines**

To ensure quality, the logo should be obtained in electronic from the Senior Graphic Designer and not copied from existing uses. The logo should not be copied from webpages because the relatively low resolution of web graphics will cause the logo to look fuzzy and unsharp when copied to printed publications.

### **Stationery**

Stationery is the primary means of establishing Jefferson College's image at the personal level. Letterhead, envelopes, college stationery, business cards, note pads and related items should reflect the same standards of consistency for all college departments. All stationery is created & ordered by the Publication Services/Graphics department and then sent to an outside vendor to be printed. Departments may purchase standard College letter-head and envelopes through Central Office Services.

### **Mailing**

The college has bulk mailing and business reply permits which may be used for college-related projects only. Publication Services works cooperatively with the Central Office Services (COS) staff to facilitate the bulk mail projects. Publications department must produce all pieces that require the indicia for bulk mail pieces. Departments must adhere to current U.S. postal regulations to utilize College mail services.

### **Photography**

Please contact Publication Services/Graphics in advance to schedule photos of your area or event.

## **Policy for Copyright Compliance**

Making employees aware of how to use copyrighted materials lawfully is a matter taken seriously. Original works are copyright-protected under title 17, U.S. code, which is founded on Article I of the U.S. Constitution. The consequences of not complying with the law can be costly. Adherence to copyright laws is mandatory. Obtaining written permission to use copyrighted materials shall be the responsibility of the faculty or staff member requesting the production of said materials. A copy of the letter of permission will be kept on file in Publication Services.

*Refer to Administrative Procedure VIII-005.*

## **JCTV**

Jefferson College's television station (JCTV) is cablecast on Charter Communications channels 989 or 108.003 in Jefferson County. In addition to overseeing on air broadcasts, JCTV station personnel also provide video services at no cost to campus departments and divisions. Services include instructional programs, promotional ads/marketing, academic department features and demonstrations, athletic and cultural/performing arts events, and ceremonies such as commencement.

To request assistance for video-related projects, contact the JCTV Station Manager or Media Specialist.

## **Website**

The Jefferson College Website represents Jefferson College, its divisions, services, offices, or other units as well as officially registered Jefferson College students, faculty and staff organizations. The quality of information published on the web directly affects the image of the College. In order to maintain a high quality image of Jefferson College and maintain an identity that is consistent, professional, and easily recognizable, information published electronically on the web must follow established policies and standards.

*Refer to Administrative Policy and Procedure VIII-006.*

## **Social Media Networking**

In order to communicate via social media sites in a consistent, professional manner, the college has developed clearly defined guidelines pertaining to account creation, content, account maintenance, and other operational issues.

*Refer to Administrative Policy and Procedure VIII-007.*

## **Moving Furniture/Equipment**

For the purpose of maintaining an accurate inventory, faculty and staff needing to move furniture/equipment from one office to another, or from one classroom to another, should schedule this activity through their supervisor and complete the “Request for Equipment Transfer” form available in the Business Office.

## **Safety Precautions**

Human safety and conservation of property are considered to be basic elements of all programs and activities conducted on and within the facilities of Jefferson College or at functions sponsored by College staff and students at any location. The health, safety and general well-being of students, faculty members, staff members and visitors should not be jeopardized through negligence or lack of attention to proper procedures and practices relating to the specific activity taking place on College facilities and at college functions.

Students, faculty and staff members should be encouraged to be alert and aware of potential safety hazards and to use proper and safe procedures and practices at all times.

All employees should see that machinery and equipment under their supervision are operated in accordance with safety rules and that all students and employees who use such machinery and equipment understand and employ appropriate safety measures.

All district personnel should report dangerous or hazardous conditions of building, grounds, or equipment to the Director of Buildings and Grounds.

*Refer to Board Policy VIII-022.*

## **Protection of College Property**

It shall be the responsibility of all staff members to help protect the College buildings, grounds, and equipment. Any person who willfully damages or destroy any property belonging to the College shall be liable for the repair or replacement of such property.

*Refer to Board Policy IX-002.*

## **Traffic and Parking Regulations**

Any person who operates a motor vehicle on the campus and is associated with the College must register the vehicle regardless of its ownership. Permits may be obtained from the Cashier’s Office in the Student Center on the Hillsboro campus or from the front desk at JCA, JCNW, or JCI. License plate information must be provided. There is no charge to obtain parking permits. Reserved parking for faculty and staff is available at all campuses.

*Refer to Board Policy and Procedure IX-005.*

## **Travel and Expenses**

Employees of Jefferson College will be reimbursed for expenditures incurred on behalf of the College District. Reimbursement shall be in strict accordance with Board policy and administrative procedures. All travel and travel-related reimbursement by any College employee or member of the Board of Trustees shall include disclosure of any third party reimbursement, whether paid or pending.

Furthermore, all travel and travel-related reimbursements for any administrator (dean's level and above) or member of the Board of Trustees shall be reported to the Board of Trustees on a monthly basis.

*Refer to Board Policy and Procedure VIII-017.*

The College will reimburse travel expenses that are reasonable and necessary for business purposes of the College. Additionally, all travel expenses must be documented and conform to applicable laws, sound business practices, and common sense. This procedure and its documentation requirements apply to all employees, consultants, guest lecturers, interview candidates, and others who seek payment of travel expenses from Jefferson College, regardless of the account to which their expenditures are budgeted or recorded or the type of funding supporting such expenses.

*Refer to Administrative Policy and Procedure VIII-008.*

The College shall adopt the Federal Government rate for mileage reimbursement.

*Refer to Administrative Policy and Procedure VIII-002.*

## **Guidelines for Handling Emergency Situations**

A Quick Response Guide, based on the College Emergency Preparedness Plan, is located in each classroom/office and distributed to each member of the faculty and staff.

### **Accidents and Injuries**

Any accident or injury on campus or at College sponsored activities to a student, employee, or visitor shall be reported immediately to the College faculty or staff member in charge of the facility or activity and to the Campus Police. Further, the Campus Police Officer is directed to follow appropriate reporting procedures for accidents or injuries. If an employee is injured, the Office of Human Resources must be notified promptly.

*Refer to Board Policy VIII-021.*

# Expressive Activities

It shall be the policy of the Board of Trustees that to the extent required by law, persons may engage in Expressive Activities in the outdoor areas of the College, so long as such activities do not disrupt the educational mission of the College. Any Expressive Activities occurring in the outdoor areas of the College are subject to the reasonable time, place, and manner restrictions contained in this policy.

Individuals or organizations not affiliated with the College who wish to engage in any type of Expressive Activities inside College facilities may only do so to the extent permitted by the College through its Use of College Facilities policy.

## Definition

Expressive Activities - Non-commercial activities, including all forms of peaceful assembly, protests, speeches, distribution of literature, carrying signs, and circulating petitions.

## Time, Place, and Manner Restrictions

1. No one may engage in any activity that violates local ordinances, or state or federal laws.
2. No one may engage in any activity that endangers personal safety and/or that results in damage to personal or College property.
3. No one may display or distribute obscene materials, as defined by local, state or federal law, or is within the definition of obscenity as set forth in decisions of the United States Supreme Court.
4. No one may engage in any activity that defames any other person.
5. No one may engage in any activity that is meant to incite or produce imminent violations of law under circumstances such that the activity is likely to actually and imminently incite or produce violations of law.
6. No one may engage in any activity that substantially and materially disrupts the functioning of the College, including the disruption of class work (including out of class studying), or the substantial invasion of the rights of others.
7. No one may engage in any activity that disrupts or impedes the flow of traffic (vehicular or pedestrian) on campus, or obstructs access to or from campus buildings or any official College function.
8. No one may attempt or threaten to strike, shove, kick or otherwise subject a person to unwanted physical contact.
9. No one may follow a person in or about the College campus in an effort to cause such person to accept material when such person has rejected the receipt of such material or otherwise clearly indicated a refusal to accept such material.
10. No one may persist in requesting or demanding the attention of any other person during a single encounter after such person has rejected the receipt of such material or otherwise clearly indicated a refusal to accept such material.

11. No one may fail to identify oneself to, or comply with the lawful direction of, a clearly identified College official or any other public official acting in the performance of their duties while on College property, or resist or obstruct such College or other public officials in the performance of or the attempt to perform their lawful duties.
12. No one may engage in Expressive Activities between the hours of 10:00 p.m. and 8:00 a.m. Overnight use of College grounds is not permitted.

*Refer to Board Policy and Procedure IX-011.*

## **Notice: Availability of Federal Disclosure Information**

Many of the following documents are available for viewing, downloading, or printing on the “Consumer Information” page of our website at [www.jeffco.edu](http://www.jeffco.edu).

Hard copies are also available upon request from the office listed for each item.

1. Notice of Availability of Institutional and Financial Aid Information:  
Lists availability of financial aid, costs of attending and estimated budgets, availability of financial aid for studying abroad, and loan repayment and deferral terms.  
The document is entitled Availability of Financial Aid at Jefferson College. Copies are available from the Student Financial Services Office, first floor of Student Center Bldg., 636-481-3212.
2. College General Catalog: Contains current academic & career-technical degree and training programs, course descriptions; instructional, lab, and related physical facilities; faculty and instructional personnel listing; names of accrediting, approving, and licensing bodies; student withdrawal and tuition refund policies; and much more. Copies are available at the Enrollment Services front desk, first floor of Student Center Bldg., 636-481-3217.
3. Student Refund Policies: Summarizes refund policies and procedures, and return of Title IV grant/loan assistance. Policies are located in General College Catalog and in the document Availability of Financial Aid at Jefferson College. Copies are available from the Student Financial Services Office, first floor of Student Center 636-481-3212.
4. Facilities and Services for Students with Disabilities: Contains a listing of special facilities and services available for students with disabilities. Copies are available from the Office of Disability Support Services, first floor of Library Bldg., 636-481-3169.
5. Completion and Transfer Rates: Contains completion, graduation, and transfer rate information for first-time, full-time, degree-seeking students and athletic program participation rates. Copies are available from Office of Research & Planning, in the Library Building, Rm. 202, 636-481-3110.

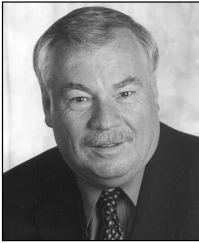
6. Annual Security and Fire Safety Report (Clery Act): Contains required security policies & procedures, titles of Campus Security Authorities, and crime statistics. Copies are available from the Campus Police Department Office, 802 Mel Carnahan Drive, #214, 636-481-3500.
7. Daily Crime Log: Records criminal incidents and alleged criminal incidents that are reported to the Campus Police Department. This log is available for viewing in the Campus Police Department Office, 802 Mel Carnahan Drive, #214, 636-481-3500.
8. Equity in Athletics Disclosure Act Report: Contains summary information of total operating expenses and revenues for men's and women's sports and other required supporting data for the athletic program. Copies are available from the Office of the Director of Athletics, Field House, 636-481-3386.
9. Privacy of Student Records (FERPA): This document is the College's policy statement assuring the privacy and practices for safeguarding student personal information. Copies are available from the Enrollment Services Office in the Student Center Bldg., 636-481-3207.
10. Drug-Free Schools and Campuses Regulation (EDGAR Part 86): Notifies all employees and students of the College's alcohol and other drug prevention policies. These policies include the following: (1) standards of conduct, (2) possible legal sanctions and penalties, (3) statements of the health risks associated with alcohol and other drug abuse, (4) alcohol and other drug prevention programs available to students, staff, and faculty, and (5) disciplinary sanctions for violations of the standards of conduct. Copies are available from the Director's Office of Student Development, Student Center Bldg., 636-481-3210.



# Board of Trustees



**PRESIDENT**  
**Mr. Steve Meinberg**  
*Imperial*  
Term Expires 2021



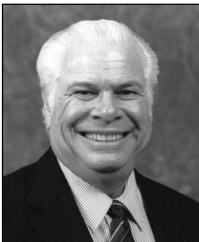
**VICE PRESIDENT**  
**Mr. Gary Davis**  
*Festus*  
Term Expires 2017



**Ms. Barbara Stocker**  
*DeSoto*  
Term Expires 2021



**Ms. Krystal L. Hargis**  
*Arnold*  
Term Expires 2019

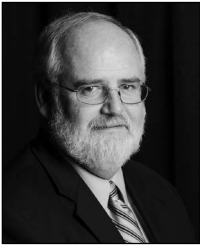


**Mr. Ronald J. Scaggs**  
*Festus*  
Term Expires 2019



**Mr. John Winkelman**  
*Crystal City*  
Term Expires 2017

# Administrative Officers



**Dr. Raymond V. Cummiskey**  
*Jefferson College President*



**Dr. Caron Daugherty**  
*Vice President of  
Instruction*



**Ms. Shirley Davenport**  
*Dean of Arts & Science  
Education*



**Dr. Kimberly Harvey**  
*Vice President of  
Student Services*



**Mr. Daryl Gehbauer**  
*Vice President of Finance  
& Administration*



**Dr. Dena McCaffrey**  
*Dean of Career &  
Technical Education*

## Facilities – Hillsboro Campus

The **Library-Administration Building** offers classrooms, offices, and computer labs. In the original two-story portion of the building are the Library, the Center for Teaching and Learning, Institutional Research and Planning, and the Jefferson County History Center. The north wing has offices for the President, Institutional Advancement, Business and Community Development, Public Relations and Marketing, Human Resources, Learning Resources, Continuing Education, and the Business Office.

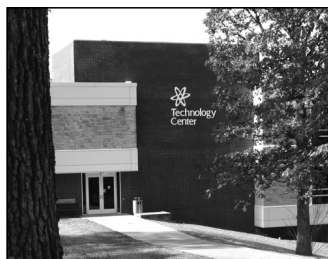
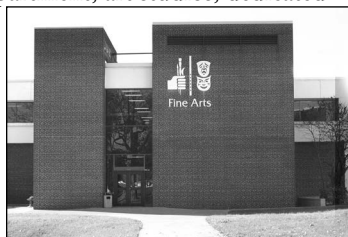


The sprawling **Career & Technical Education Building** contains 75,246 square feet of classrooms, offices, and laboratories. Equipment representing the latest advancements in technology is available to students.



The **Field House** complex provides facilities for physical education and intramural and intercollegiate sports, including an indoor pool. The building is also used for cultural and social programs throughout the year.

Music, theatre, and art find their home in the **Fine Arts Building**. The building offers classrooms, practice space for the music department, art studios, dedicated computer labs, and a gallery for displays by residents and visiting artists. The Fine Arts Theatre hosts concerts, plays, meetings, and festivals for both Jefferson College and for the community.



The **Technology Center**, a 43,000 square foot, three-level structure featuring a center atrium design, houses state-of-the-art facilities, the Academic Success Center, Learning Center, Testing Center, Disability Support Services, and equipment for several high-tech programs.

The majority of liberal arts classes are held in the **Arts and Sciences I Building**. Comfortable, well-lighted classrooms and fully-equipped science and language laboratories are located there as well as a student lounge. Lecture halls accommodate larger groups, and the intimate Little Theatre is often used for studio theatre productions, musical programs, films, and lectures.



**Arts and Sciences II** includes the Instructional Support Center, a microcomputer laboratory, a greenhouse, JCTV studios, general purpose classrooms, faculty offices, and a student lounge.

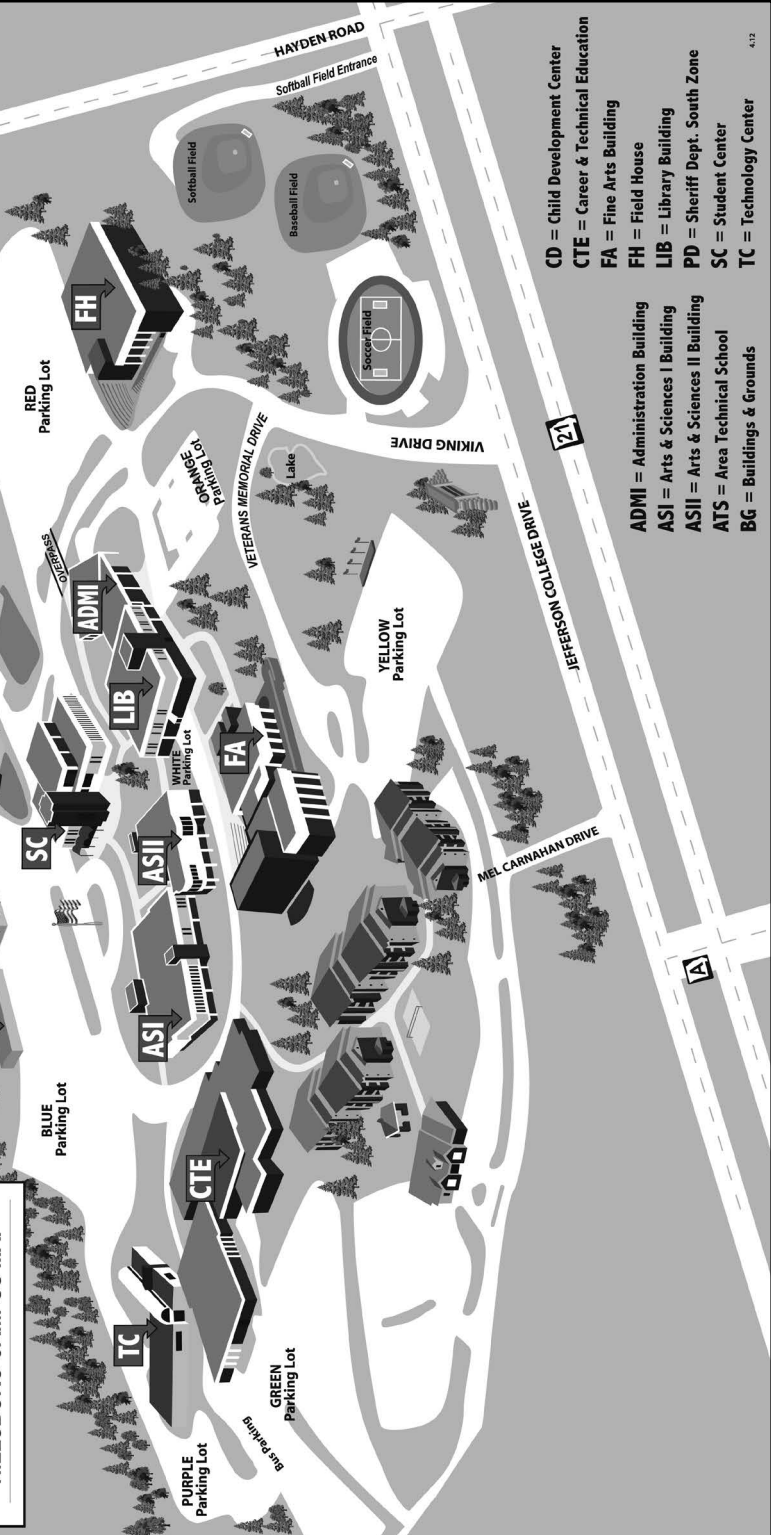
When students attend classes, their second home is the **Student Center**. From registration to Commencement, Student Services provides educational information and guidance on everything from financial aid to career choices. The main floor is the “one stop shop” for student needs. The Cafeteria provides great food and refreshments, a giant screen TV, wireless Internet, and plenty of room for socializing. The Cafeteria is located on Level I with the Viking Room and the College Bookstore. The top floor of the building is occupied by Student Development and Project SUCCESS. Student Senate also has an office on the top floor.



Many of the high school students enrolled in the **Area Technical School** at the College attend classes in the Area Technical School Building. The Area Technical School Building, completed in the summer of 1999, consists of 32,709 square feet on two levels and includes classrooms, laboratories, and offices for several technical programs available to area high school students enrolled through 11 public high schools in Jefferson College’s service area.

# Jefferson College

## HILLSBORO CAMPUS MAP



**CD** = Child Development Center  
**CTE** = Career & Technical Education  
**FA** = Fine Arts Building  
**FH** = Field House  
**LIB** = Library Building  
**PD** = Sheriff Dept. South Zone  
**SC** = Student Center  
**TC** = Technology Center

**ADMI** = Administration Building  
**ASI** = Arts & Sciences I Building  
**ASII** = Arts & Sciences II Building  
**ATS** = Area Technical School  
**BG** = Buildings & Grounds

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